

THAILAND

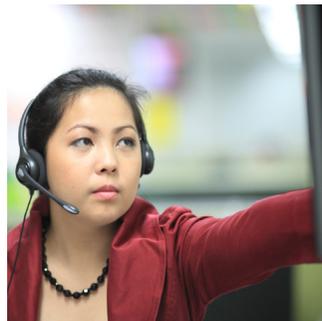
WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the
UN Global Compact Office



Building Pathways to Gender Equality and Sustainability through the Women's Empowerment Principles: Thailand Policy Brief

MARCH 2022



FOREWORD

The coronavirus disease (COVID-19) pandemic has had a high impact on economies and people around the globe, with women being disproportionately affected. While the pandemic has exposed and exacerbated vulnerabilities and pre-existing gender inequalities, it has opened an opportunity for us to reassess and readjust as a community and to create momentum for action.

The business sector is paramount in building a more inclusive economy, and companies can expand the opportunities for women to fully participate and lead. **The Women's Empowerment Principles (WEPs)** provide a framework for the business sector to advance gender equality dimensions of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in the workplace, marketplace and community. An increasing number of companies have become WEPs signatories, signaling their commitment to gender equality.

In 2021, UN Women research on the current situation in the Association of Southeast Asian Nations (ASEAN) entitled **"Ecosystem landscaping to advance the accountability to implement the Women's Empowerment Principles in ASEAN"** assessed gaps and opportunities to inform public and private sector actions to advance women's economic empowerment in the world of business.

This research contributed to this Thai Country Policy Brief entitled **"Building Pathways to Gender Equality and Sustainability through the Women's Empowerment Principles"** and provides guidance, in particular, for governments, policymakers and regulators.

In accordance with the 'WEPs Transparency and Accountability Framework,' the Securities and Exchange Commission, Thailand and the Office of SMEs Promotion, have made positive steps towards gender transparency and reporting, advancing women in leadership by promoting women in SMEs. Although there is support and cooperation among Thai private sectors, the country still needs to address some significant barriers to Thai women in the economic sector including:

- Acquiring more cooperation from other associated government actors
- Extending the regulation to support women in leadership in other types of business structure (not limited to listed companies)
- Providing essential support for Women-owned and women-led businesses (WOBs/WLBs) and women entrepreneurs including more women's participation in government and cooperate supply chains.

Guided by this brief, UN Women can work closely with ASEAN bodies to fast-forward the implementation of the WEPs. The Thailand Policy Brief not only benefits the national economy but also strategically contributes to wider ASEAN policy and business communities in improving gender equality and more inclusivity in the workplace, marketplace and community.



Katja Freiwald

Regional Lead Women's Economic Empowerment and Migration
UN Women Regional Office for Asia and the Pacific

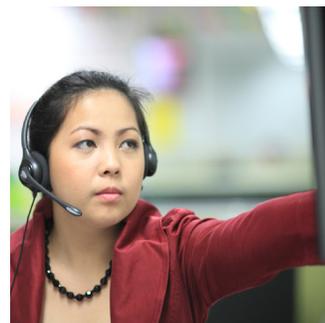
ACKNOWLEDGEMENTS

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This policy brief is produced in collaboration with Value for Women.

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**WOMEN'S
EMPOWERMENT
PRINCIPLES**Established by UN Women and the
UN Global Compact Office**Building Pathways to Gender
Equality and Sustainability through
the Women's Empowerment
Principles: Thailand Policy Brief****MARCH 2022****Why did we write this Policy Brief?**

Over the last decade, Thailand has shown its continuing commitment to gender equality by adopting major gender-related international principles and instruments, by enacting a national commitment to gender equality in the 2017 Constitution of the Kingdom of Thailand,¹ with the country's first anti-discrimination law, the Gender Equality Act 2015, and in other policies and national strategies.²

Progress has also been made on advancing gender equality in business. In 2020, a study of mid-market companies found that women hold 32 percent of senior leadership positions in Thailand, higher than the global average (27 per cent) and the Asia-Pacific average (26 per cent)³. However, women hold only one in five corporate board seats, and make up the majority of micro entrepreneurs and workers in the informal sector.

1 Women in Business Report 2020: Thailand, Grant Thornton Services Ltd (2020)

2 <https://asiapacific.unwomen.org/en/countries/thailand>

3 Women in Business Report 2020: Thailand, Grant Thornton Services Ltd (2020)



There are ample opportunities to improve gender equality in the private sector and lower hurdles to women's empowerment at all levels and across sectors.

The recent economic downturn from the COVID-19 pandemic has particularly affected women in Thailand, making it clear that the time for action on gender equality is now.

The pandemic severely affected industries that employ more women such as retail, travel, leisure and hospitality, and increased women's care responsibilities, creating higher barriers to women's labour-force participation, security, and success as business leaders.⁴

Progress must not be taken for granted. In 2020, the World Economic Forum's (WEF) Global Gender Gap Report found for the first time since the creation of the index that, **as a result of the COVID-19 pandemic the global gender**

gap had widened.⁵ In 2021, the WEF Global Gender Gap Index ranked Thailand 79th out of 156 countries after being ranked 40th in 2006. Although Thailand fares better on the economic participation and opportunity subindex (22nd of 156), targeted policies can ensure better outcomes for women and for the country as a whole.

UN Women has developed the Women's Empowerment Principles Policy Brief to promote women's empowerment and gender forward policies. The Building Pathways to Gender Equality and Sustainability through the Women's Empowerment Principles: Thailand Policy Brief (hereafter, this Brief) for Thailand seeks to provide a summary overview of public-sector policies and strategies recommended for Thailand as they relate to the seven WEPs.

⁴ https://www.eria.org/uploads/media/discussion-papers/ERIA-Research-on-COVID-19/A-%E2%80%98She-session%E2%80%99_The-Impact-of-COVID-19-on-the-Labour-Market-in-Thailand.pdf

⁵ The four dimensions are: Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment

THE WOMEN'S EMPOWERMENT PRINCIPLES

IN FOCUS



The UN Global Compact's Women's Empowerment Principles (WEPs) were created in 2010 to engage the private sector in closing gender gaps in seven key areas:

Principle 1: Establish high-level corporate leadership for gender equality



Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination



Principle 3: Ensure the health, safety, and well-being of all women workers



Principle 4: Promote education, training, and professional development for women



Principle 5: Implement enterprise development, supply chain and marketing practices that empower women



Principle 6: Promote equality through community initiatives and advocacy



Principle 7: Measure and publicly report on progress to achieve gender equality



sector Although the WEPs are specifically tailored for the private sector, the public plays an important and complementary role in their implementation, specifically by providing incentives, regulation, and oversight.

Function of the Brief

The Brief provides an analysis of current policies promoting gender equality in the private sector, using the WEPs Public Policy Roadmap (see excerpt, Annex 1) as a framework. Countries of the Association of Southeast Asian Nations (ASEAN), please see the Ecosystem Landscaping to advance the Accountability to implement the Women's Empowerment Principles in ASEAN.

It also outlines opportunities to improve gender equality in business, particularly with regards to women in leadership and enterprise development.

The Brief further makes recommendations for how the national government and particular government entities, as well as regulators and other civil and private-sector organizations, can promote three key priority areas in particular:

- a. Accountability and reporting on gender-related indicators

- b. Women's leadership in publicly listed companies
- c. Women's entrepreneurship and women-owned businesses (WOB) and women-led businesses (WLB) through government and private-sector procurement

Who is this Brief for?

This Brief aims to include and to inform the views and policies of these key stakeholders in Thailand, including the Government policymakers at the national level and Regulators (including the stock exchange and securities and exchange commissions).

These actors will need to work in collaboration with advocacy, civil society, business associations, and employers' and workers' organizations,⁶ as well as with key allies in the private sector who are aligned with and may already be pursuing these policies in whole or in part. This is necessary to promote gender equality and women's empowerment in the private sector, as no one group of stakeholders can achieve gender equality alone.⁷

Thailand's Commitment to Gender Equality in the Private Sector

Thailand has developed a series of policies and commitments that provide a foundation from which to promote gender equality in the private sector. As summarized on the WEPs Public Policy Roadmap Country Scorecard (Annex 1), Thailand is well placed to promote

gender equality compared with its peers in the ASEAN region. In addition, the Women Development Strategy (2017-2021), developed by the Ministry of Social Development and Human Security, sets out goals, objectives and targets in the area of gender equality which serves as steering tools for effective budget allocations.

In December 2021, various government organizations such as the Secretariat of the Senate, the Secretariat of the House of Representatives, the Budget Bureau, the Department of Local Administration, King Prajadhipok's Institute, the Securities and Exchange Commission, Thailand (SEC) and UN Women signed the Memorandum of Understanding (MoU) to promote gender responsive budgeting and the dissemination of the Guidelines on Gender Responsive Budgeting.⁸

The Government of Thailand is committed to promoting gender equality. Thailand adheres to important international gender commitments such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and regional initiatives such as the Beijing Declaration and Platform for Action. Thailand is also one of only four countries among the 10 ASEAN Member States that have ratified the International Covenant on Economic Social and Cultural Rights of the International Labour Organization (ILO). The Kingdom has also ratified a number of other ILO covenants. Thailand is the first ASEAN country to adopt a National Action Plan (NAP) on Business and Human Rights, and promotes gender equality through the elimination of employment discrimination and discrimination in the workplace.⁹

⁶ The International Labour Organization (ILO) is the only tripartite UN agency with government, employers, and workers representatives

⁷ UN Women and United Nations Global Compact (2011). Women's Empowerment Principles Booklet

⁸ Gender Responsive Budgeting is included as one of the key concepts in the 2017 Constitution of the Kingdom of Thailand that emphasizes fairness for all citizens. Section 71 addresses that the budgeting of government agencies take into account the needs of people of different genders, age groups and physical conditions.

⁹ ILO Conventions and the Covenant on Economic, Social, and Cultural Rights: One Goal, Two Systems (2003) Accessed at: <http://library.fes.de/pdf-files/iez/global/02078.pdf>

The Securities and Exchange Commission (SEC), Thailand is also committed to promoting gender equality. The SEC signed an agreement with the Ministry of Social Development and Human Security to commit to no gender discrimination and to promote gender equality within the workplace in various aspects, including dress codes, infrastructure/facilities, recruitment, verbal communications, recruitment of board/committee members and combatting sexual harassment.¹⁰

Furthermore, the SEC also signed an MoU on gender budgeting with the Department of Women's Affairs and Family Development of the Ministry of Social Development and Human Security.

The SEC promotes the advancement of gender equality amongst Thai listed companies through a range of measures, including encouraging self-discipline of the companies, using market forces, and imposing regulations. One example of such measures is the circulation of official letters from the SEC to these companies to encourage them to adopt the WEPs within their organizations and report their data on adherence to relevant environmental, social, and governance (ESG) standards and criteria, as well as to the Sustainable Development Goals (SDGs) of the Agenda 2030.¹¹

The Office of SMEs Promotion (OSMEP) puts emphasis on the importance of ensuring equal opportunities for women-owned and women-led small and medium-sized enterprises (SMEs) to access the supply chain and the market.

The OSMEP is promoting opportunities for female entrepreneurs through the 5th National

SME Master Plan (2023-2027). Additionally, the OSMEP is collaborating with relevant stakeholders to consult and seek an alignment on the definitions of "women-owned/women-led businesses". This is a crucial starting point for the collection of sex-disaggregated data on the SMEs in Thailand, which can then ensure equal opportunities for enterprises owned or led by people of all genders in accessing both the government and corporate procurement systems.¹²

Opportunities to Improve Gender Equality in the Private Sector

To continue to improve gender equality in the private sector, UN Women has identified three key priorities for the Government of Thailand:

- **Business accountability and reporting for gender equality and impact.** Gender-related reporting and accountability through sex-disaggregated data collection in particular is an area of high potential impact and benefit that could be implemented through existing agencies and organizations in the short-term, creating a foundation of evidence on which to base other policy interventions and programmes. [WEP 7 – Gender-related reporting and measurement]
- **Promoting women in business leadership.** In order to continue to have gender diversity in the decision-making of Thai companies and to create an inclusive economy where women can contribute equally to the economic growth of the country, companies must be incentivized

¹⁰ Key Informant Interview between SEC and UNW Thailand 18 June 2021

¹¹ Further recommendations from the SEC, Thailand received on 20th December 2021 (Ref no. 3572/2564)

¹² Policy Brief Consultation between UN Women and OSMEP in November 2021

to meet targets for women in senior management and on their corporate boards; [WEP 1 - Corporate Leadership; WEP 2 - Treat all women and men fairly at work without discrimination]

- **Using government purchasing power to support the growth of women's entrepreneurship.** Gender Responsive Procurement initiatives can identify, incorporate and support women business owners seeking to access government procurement contracts. [WEP 5 - Enterprise and supply chain development]

WHY ARE THE SELECTED PRIORITIES IMPORTANT FOR GENDER EQUALITY IN THE PRIVATE SECTOR IN THAILAND?

To enhance business accountability through gender-related reporting, key stakeholders need to come together with unified indicators and metrics for gender data. They should also include these indicators in reporting and data collection functions at the government level as well as within regulators and industry organizations, and to

motivate companies to be accountable to targets.

Progress in gender equality and women's empowerment is premised on a common foundation of what we are measuring, how we measure it, and what targets we want to achieve. From this common foundation, policy priority areas can be selected that have a high potential for impact, reflect the momentum of institutional will, and readiness of the sector and key stakeholders to implement changes. Given both public- and private-sector actions and plans for the future summarized on the following pages, UN Women has suggested the following initial policy focus areas for Thailand that have excellent potential for success and positive impact and the support of key stakeholders: women in business leadership in the private sector; and GRP in the public and private sectors. The section below expands upon the importance of these areas.

Gender equality is good for economic and social development. Boosting gender equality has a positive direct impact on the economic and social development of a country; there is a strong business case for enhancing the implementation of WEPs. **Closing gender gaps could add up to \$70 billion to collective annual GDP by 2025, a 12-percent increase over the business-as-usual trajectory.**¹³



¹³ McKinsey&Company (2018). The Power of Parity: Advancing Women's Equality in Asia Pacific: Executive Summary. McKinsey Global Institute.

Figure 1: Key Stats Women's Leadership and Entrepreneurship in Thailand

Women in Leadership	Women's Entrepreneurship
<p>In Thailand, men continue to have higher labour force participation rates (82%) than women (67%)¹⁴</p> <p>Only 20.4% of Thailand corporate board members are women.¹⁵</p> <p>Women hold approximately 32% of senior leadership positions.¹⁶</p> <p>Recent statistics show that 27% of the Thai listed companies have at least 30% board members who are women.¹⁷</p> <p>The average gender wage gap in Thailand is 23.8%.¹⁸</p>	<p>Women-owned SMEs in Thailand contributed approximately 38% of the national GDP and showed an average annual growth rate of 2.25% compared to 0.31% among SMEs owned by men.¹⁹</p> <p>Yet the finance gap for women-led MSMEs in Thailand totalled USD 45.1 billion in 2018.²⁰</p> <p>Despite progress in women's financial inclusion, there is a 7% gender gap in access to account ownership in Thailand in 2017.²¹</p>
<p>Accountability and Reporting: 85 companies in Thailand have signed the WEPs as of February 2022.</p>	

Thailand has the highest percentage of women in corporate leadership of ASEAN, and is also above the global average. Women are nonetheless underrepresented in senior management and corporate boardrooms.²²

Women are the majority of micro and small business owners²³, and the majority of enrolled college students²⁴, so qualified, motivated women are entering the workforce and moving up through the corporate ranks.

However, while Thailand is ahead of other ASEAN countries in women's representation in senior management and boardrooms, gender equality remains an important goal and a metric of interest for foreign investors.²⁵

While nearly 40 percent of the GDP of Thailand was contributed by women as of 2016, women-owned and -led businesses are likely not proportionately represented in

14 World Economic Forum, Global Gender Gap Report (2020). <https://www.weforum.org/reports/ab6795a1-960c-42b2-b3d5-587eccda6023/in-full/economy-profiles>

15 Board Gender Diversity in ASEAN (2017) [https://www.ifc.org/wps/wcm/connect/21f19cfe-9cce-4089-bfc1-e4c38767394e/Board_Gender_Diversity_in_ASEAN.pdf?MOD=AJPERES#:~:text=According%20to%20our%20analysis%2C%20Thailand,and%20Indonesia%20\(14.9%20percent\).](https://www.ifc.org/wps/wcm/connect/21f19cfe-9cce-4089-bfc1-e4c38767394e/Board_Gender_Diversity_in_ASEAN.pdf?MOD=AJPERES#:~:text=According%20to%20our%20analysis%2C%20Thailand,and%20Indonesia%20(14.9%20percent).)

16 Women in Business Report 2020: Thailand, Grant Thornton Services Ltd, 2020. https://www.grantthornton.co.th/contentassets/b557da65105a4e97bfe93537c0a63e2d/2020-grant-thornton-women-in-business_thailand.pdf

17 As of November 2021

18 Human Development Report 2020 <http://hdr.undp.org/sites/default/files/hdr2020.pdf>

19 MasterCard Worldwide (2010). Women-owned SMEs in Asia/Pacific, Middle East and Africa: An Assessment of the Business Environment. <http://www.masterintelligence.com/upload/251/178/MC84QWomenSMEQS.pdf>

20 MSME Finance GAP Report (2018) <https://www.smefinanceforum.org/sites/default/files/Data%20Sites%20downloads/MSME%20Report.pdf>

21 Account Ownership, Global Findex Report 2017 https://globalfindex.worldbank.org/sites/globalfindex/files/chapters/2017%20Findex%20full%20report_chapter1.pdf

22 <https://asiapacific.unwomen.org/en/countries/thailand> and Women in Business Report 2020: Thailand, Grant Thornton Services Ltd, 2020.

23 UN Women Thailand Key Informant Interview with OSMEP, June 2021.

24 Enrolment in tertiary education, %, World Economic Forum, Global Gender Gap Report (2020). <https://www.weforum.org/reports/ab6795a1-960c-42b2-b3d5-587eccda6023/in-full/economy-profiles>

25 Roadmap for ASEAN Sustainable Capital Markets <https://www.theacmf.org/initiatives/sustainable-finance/roadmap-for-asean-sustainablecapital-marketsmarkets>

government procurement nor in corporate supply chains. There were approximately 3.13 million SMEs in Thailand in 2020, which altogether constituted 99 percent of all enterprises.²⁶ SMEs provide more than 12.7 million jobs, or 71.7 percent of the total employment in Thailand. Yet, WOBs and WLBs, particularly Micro, Small and Medium Enterprises (MSMEs), continue to have challenges in accessing the finance and markets they need to grow, contributing to only 36 percent of large firms in the country being majority owned by women.²⁷ Explicitly providing opportunities for women-owned and -led businesses to grow and participate in global value chains could contribute significantly to economic growth and resiliency, and could help the SME sector, currently 34.2 percent of Thailand's GDP, to provide more income and security to women.

Before these changes can take place, a clear understanding, supported by data, of the contexts in which women are disproportionately impacted is necessary.

Data on Thailand's gender gaps can arm policymakers with useful insights. And gender-sensitive data-based policy is a priority issue across the globe, particularly within ASEAN, that will benefit governance and trust in policymakers.

By collecting and analysing gender indicators and metrics, Thailand can build one of the most gender-inclusive business regimes in the region, and the world.

But there is currently no national policy or mandate by the Government of Thailand to

collect, analyse or use sex-disaggregated data.

The absence of an express mandate prevents the introduction of gender-related indicators and use of sex-disaggregated data to study and address gender inequality in government ministries and departments. In particular, regarding the key issues examined in this Brief, there are no gender-related data mandates regarding public procurement or publicly listed companies, and no indication that a national strategy for selection and collection of gender-related indicators is a government priority, despite gender equality's place in the National Strategic Plan and other government policy statements.

CURRENT ACTIONS BY GOVERNMENT AND REGULATORS TO PROMOTE GENDER-RELATED ACCOUNTABILITY AND REPORTING

The following actions have been identified as promoting gender equality in the private sector in Thailand.

BUSINESS ACCOUNTABILITY AND REPORTING FOR GENDER EQUALITY AND IMPACT

Recent initiatives to improve ESG reporting provide an opportunity to improve gender-related reporting.

- Government: Sex-disaggregated data is available on a limited number of work-related categories, including the sex of employers, legislators, senior officials and managers through the National Statistical Office of Thailand.

²⁶ Financing SMEs and Entrepreneurs 2020 : An OECD Scoreboard. <https://www.oecd-ilibrary.org/sites/2c7b8253-en/index.html?itemId=/content/component/2c7b8253-en>

²⁷ Thailand has a significantly higher number of women-owned large firms compared to the East Asia and Pacific regional average of 18 percent. Enterprise Surveys www.enterprisesurveys.org, The World Bank

- Private sector (listed companies): One of the SEC's missions is to ensure regulation and promote credibility and efficiency of the capital market, as well as its accessibility for the public. One of the SEC's strategic priorities is sustainability. One of the mechanisms to promote this among listed companies is through encouraging the application of ESG in their business practices and their reporting of ESG data, including on board diversity (i.e. the genders of board members) and on diversity among employees (including gender) according to the 56-1 One Report mechanism.²⁸
- Private sector (unlisted companies): There are no current reporting requirements on gender for SMEs and companies that are not publicly listed.
- Other: The WEPs Transparency and Accountability Framework was launched by UN Women in Asia-Pacific in March 2021, providing companies with a holistic set of indicators and promoting the gender dimension of responsible business practices through reporting and accountability.

PROMOTING WOMEN IN BUSINESS LEADERSHIP

There are multiple initiatives seeking to support women in business leadership that provide a solid base to build on.

1. The SEC has adopted a plan titled 'Promoting the Roles of Women in Thailand's Capital Market', which aims to promote women's leadership roles in their organizations. The goal is that when data is available in 2022, 30 percent of the listed



companies in Thailand should have at least 30 percent female board directors.

2. The SEC offers workshop sessions for listed companies to better understand how to comply with reporting on ESG indicators. The SEC is working with the UN Development Programme as well to develop a tool to measure the gender-equality process and impact in the sector in order to reach their targets for SDG 5 (Gender Equality). Additionally, the SEC is working to financially support workshops and knowledge-exchange sessions to enhance the roles of board directors in order to promote the roles of women, especially those with suitable qualifications, in board leadership.

²⁸ The Securities and Exchange Act B.E. 2535 (1992) stated that companies offering initial public offering (sales of securities to the public) and companies with securities listed on the Stock Exchange, as well as their subsidiaries are required to disclose their data on policies and operations on social responsibility. Such data may include respect for human rights, board diversity and sex-disaggregated data on their employees. Such data should be disclosed in the Registration Statement for Securities Offering (Form 69-1) and the Annual Registration Statement/Annual Report (Form 56-1 One Report).

3. The SEC has taken steps to honour its commitments under the WEPs by working closely with UN Women, resulting in an increase in the number of listed companies who are WEPs signatories, and creating public recognition for companies by means of awards for gender-forward business practices.

USING GOVERNMENT PURCHASING POWER TO SUPPORT THE GROWTH OF WOMEN'S ENTREPRENEURSHIP THROUGH GENDER-RESPONSIVE PROCUREMENT

GRP creates opportunities for businesses owned by women by assessing procurement processes for bias and by creating awareness around inclusion. Using a gender lens to review procurement and process mechanisms helps to ensure fair treatment by administrators and procurement officers, as well as increasing the capacity of small business owners and WOBs and WLBs in particular to comply with procurement rules and requirements. The Government of Thailand can become a regional leader and the first ASEAN country to develop a holistic strategy for public procurement from WOBs and WLBs, which would also bolster the capacity of those businesses to engage with private-sector procurement processes and expectations, and to expand into global value chains and international trade in the future.

Currently, there are no specific national GRP initiatives in Thailand but there is an opportunity to create a government-wide GRP strategy to support women entrepreneurs and other historically excluded groups in public- and private-sector supply streams.

- The Government of Thailand has an e-Procurement online platform through²⁹ which it advertises, evaluates and procures public contracts. This platform has been in operation since 2010 and, although it was designed to streamline procurement and eliminate corruption, responses to the platform have not been entirely positive. This suggests that there is an opportunity to add gender data and consideration of WLBs and WOBs to the procurement process.
- No existing GRP process exists in Thailand that is adapted for the local market. The first step in satisfying this need is to create a common understanding of diversity indicators, including gender-related criteria (defining WOBs, WLBs and gender inclusive business by minimum percentage women ownership, senior management, number of women employees, etc.) or qualifying gender commitments, e.g. becoming a WEPs signatory. Diversity indicators could also encompass other underrepresented groups, including but not limited to religious and ethnic minorities, and LGBTQI+.

²⁹ OSMEP collects information from SMEs through the SME One-Stop Service Center (OSS) and as well as aggregating data from other government ministries and departments. The OSS was established to gather SME data, provide free consultancy services regarding product development and financial management, and facilitate the registration of SMEs.

Policy priorities for Thailand on the WEPs

SETTING THE FOUNDATIONS FOR INCLUSIVE GROWTH

Gender inclusion for the 21st Century requires an acceleration and work from both the public and private sectors. Collecting data that allows policy makers insights into where women experience disparate impact is the critical first step in building gender equity through policy, and then recognizing the opportunities to foment economic growth through increased access of WOBs and WLBs to local and global value chains.

- Step 1: Bring stakeholders together and define gender indicators
- Step 2: Implement accountability and reporting to create gender equality and other positive impacts
- Step 3: Recognize women in leadership and create a pipeline for future women leaders
- Step 4: Ensure opportunities for women, as well as WOBs and WLBs, through GRP

ACTIONS AND RECOMMENDATIONS

The section below outlines a series of recommendations to improve gender-related accountability and reporting and women's leadership across the private sector and within GRP sections of organizations. For each recommendation linked to the three priority policy areas set out below, a set of relevant stakeholders is identified.

CONVENE STAKEHOLDERS TO DEFINE GENDER INDICATORS (STEP 1)

Entry Points	Actions and Recommendations	Key Stakeholders
Convene industry stakeholders to discuss gender-indicator definitions and mandates	1.1 Conduct a rapid mapping of key stakeholders with an interest in promoting women's leadership and entrepreneurship in the private sector and bring them together to agree on gender-related indicators and definitions, including a definition of WOBs and WLBs, that can be collected from publicly listed and unlisted companies. ³⁰ It may be helpful to identify agencies and organizations that are more gender-forward to create momentum for these policies.	UN Women, MSME office and agencies, financial and business regulators, statistics agencies, procurement agencies, international private sector reporting organizations, private sector partners, the Ministry of Social Development and Human Security, the Ministry of Commerce (Department of Business Development, Department of Trade Promotion)

³⁰ <https://www.sme.go.th/th/download.php?modulekey=215>

ENACT BUSINESS REPORTING FOR GENDER EQUALITY AND IMPACT (STEP 2)

Entry Points	Actions and Recommendations	Key Stakeholders
Enact data gender-related indicator reporting mandates	1.2 Enact government agency and/or regulator sex-disaggregated and gender-related indicator reporting mandates for companies with the input and support of business and industry associations.	MSME office and agencies, financial and business regulators, business associations, financial and business regulators, the Ministry of Social Development and Human Security, Ministry of Commerce, the Ministry of Finance (Department of Business Development)
	1.3 Develop business incentives and mandates for publicly listed and non-listed companies to report on UN Women's essential gender indicators* and relevant complementary indicators ³¹ to create accountability towards more gender-inclusive companies and supply chains. These incentives may include awards or other recognition for reporting companies and linkages to investors and donors with an ESG or gender lens.	MSME office and agencies, financial and business regulators, business associations
Collect gender-related indicators from publicly listed and unlisted firms	1.4 Collect gender-related indicator data from publicly listed companies and analyse data to identify gender gaps that can be remedied.	MSME office and agencies, financial and business regulators, business associations
	1.5 In coordination with relevant ministries and departments, collect sex-disaggregated data from MSMEs .	MSME office and agencies, business and development registration agencies, procurement agencies, business associations, the Ministry of Finance (Department of Business Development), financial and business regulators

PROMOTING WOMEN IN PRIVATE SECTOR LEADERSHIP (STEP 3)

Entry Points	Actions and Recommendations	Key Stakeholders
Disseminate targets for women on boards and in senior executive roles	<p>2.1 Set and publicise soft targets for women's participation on the boards of publicly listed companies. In this regard, SEC has indicated a soft target that by 2022, 30 percent of the listed companies should have at least 30 percent female board directors.</p> <p>Thailand can follow in the footsteps of fellow ASEAN members Malaysia and Singapore, which have taken different approaches to promoting women in private sector leadership positions.</p>	MSME office and agencies, financial and business regulators, business associations

31 See also WEPs Transparency and Accountability Framework

Build the pipeline of women leaders and make them visible	<p>2.2 Build the capacity and visibility of women already in senior management and executive roles. In partnership with other public and private sector stakeholders, current programmes can be expanded upon to build women's leadership capabilities to set them up for successful participation in corporate boards, and to create public lists of women qualified to serve on corporate boards. This can be achieved by, for instance, organizing a networking session or activity for entrepreneurs and organization leaders.</p>	Financial and business regulators, women's business associations, business and entrepreneurship networks
	<p>2.3 Hold sensitization and outreach campaigns for private-sector stakeholders on the importance of gender diversity in leadership, and messaging that challenges business entertaining culture and encourages rethinking traditional gender roles.</p>	

GENDER-RESPONSIVE PROCUREMENT (STEP 4)

Entry Points	Actions and Recommendations	Key Stakeholders
Understand women entrepreneurs as potential users and stakeholders	<p>3.1 Collect data from WOBs and WLBs to identify their specific challenges in accessing public and private procurement opportunities and to provide a baseline on the key issues facing WOBs and WLBs in accessing public and private procurement opportunities. Mixed-methods research is ideal in this regard (e.g. a combination of quantitative and qualitative research, such as using both surveys and focus groups).</p>	MSME office and agencies, procurement agencies, women's business associations, business and entrepreneurship networks, financial and business regulators
	<p>3.2 Develop feedback and engagement mechanisms with women entrepreneurs and business-people around the creation and implementation of a procurement system. The system can include participatory engagement and can provide a platform for data collection as well as continuous learning and adaptation for improved operational efficiency of the procurement system.</p>	
Plan a public GRP strategy	<p>3.3 Make the government's commitment to gender equality public and develop a public GRP strategy for formalizing a commitment to gender equality will promote the perception of equal access to opportunities for WOBs and WLBs and encourages women to participate.</p>	Ministry of Finance (Comptroller-General's Department), procurement agencies, regulators, financial and business regulators
	<p>3.4 Apply a gender lens to the contracting process, requirements and payments. Relevant actors should consider looking critically at procurement agency trainings, payment scheduling, and the need for specific knowledge and time required to assemble tenders, by streamlining tender documentation as well as prequalification procedures across procuring entities.</p>	

<p>Increase supplier capacity</p>	<p>3.5 Provide business-support services for WOBs and WLBs. GRP initiatives should seek to build the capacity of WOBs and WLBs so that they have the right tools, capacity, and skills to become suppliers. This can be achieved through, for instance, enhancing their digital and technological literacy.</p>	<p>MSME office and agencies, procurement agencies, women's business associations, business and entrepreneurship networks and associations, financial and business regulators</p>
<p>Promote the diversification of supply chains and opportunities in the private sector</p>	<p>3.6 Facilitate private-sector GRP by identifying synergies and opportunities within public sector GRP efforts. Government, regulators and industry stakeholders can assess the needs of the private sector and mobilize resources to create a database, online procurement system or other tools to help WOBs and WLBs to connect with companies looking for a gender-responsive network of contractors and service providers.</p>	

Annex 1

WEPS COUNTRY PUBLIC POLICY ROADMAP SCORECARD SUMMARY

In the Landscape Report, ASEAN member state performance was assessed on each of the selected indicators, and from that the WEPs mapping criteria was determined. This ensures that the criteria are relevant to the levers of change. While specific assessment criteria have been defined for each of the WEPs, the criteria always follow a three-tier rating system:

Prioritize: Country has multiple laws that do not contain a gender-lens or are not gender-responsive and has not ratified multiple international conventions. The country needs to 'prioritize' taking more action and is an area of high opportunity for improvement towards achieving positive change towards gender equality.

Deepen: Country has not ratified some international conventions and / or has a few laws that treat women and men differently and exacerbate gender inequalities. The country needs to 'deepen' its actions to achieve change towards gender equality.

Sustain: Country should 'sustain' its actions and is an area of low opportunity for improvement. Where indicated, the country should strengthen the implementation of respective International Conventions and national policies, initiatives, and laws to promote gender equality.

For more information on the WEP Policy Roadmap data, criteria and other ASEAN member states please see Ecosystem Landscaping to advance the Accountability to implement the WEPs in ASEAN.



THAILAND WEPS PUBLIC POLICY ROADMAP SCORECARD

WEP	Assessment Area	Assessment
1	CEDAW & ASEAN Gender Commitments	
	Gender-responsive budgeting	
2	Women on boards legislation or policies	
	Parental and family protection conventions	
	Laws on work, pay, parenthood, and pensions	
	Programmes on pay equity and support for caregivers	
3	Ratification of Violence & Harassment Convention / Legislation on Sexual Harassment in Employment	
	Ratification of ILO Fundamental Conventions and appointment of the National Focal Point for the MNE Declaration	
4	Programmes for women in STEM and technical workers	
5	Gender-responsive procurement	
	Gender in the National Financial Inclusion strategy	
	Laws on access to resources, assets and financial services	
	Gender stereotype policy or strategy	
	ASEAN SME Policy Index - Inclusive entrepreneurship for women score	
6	Multi-stakeholder partnerships to promote gender equality in the private sector	
7	WEPs reporting mandates	

Annex 2

SUMMARY OF THIS BRIEF'S RECOMMENDED ACTIONS BY STAKEHOLDERS AND BY APPLICABLE WEPs

