



# Practical Guide for Employers to Promote Disability-Inclusive Employment in Thailand



## Disability-Inclusive Employment and Business (DIEB) Project

**Catalyzing Disability-Inclusive Employment and Business towards Effective Implementation of the Asian and Pacific Decade of Persons with Disabilities, 2023–2032**

**Implemented by:**

**Department of Empowerment of Persons with Disabilities (DEP), Thailand  
Asia-Pacific Development Center on Disability (APCD)**

**Supported by:**

**The Economic and Social Commission for Asia and the Pacific (ESCAP)**

**February 2026**



## Acknowledgements

The project “Promoting Disability-Inclusive Employment and Businesses in Thailand”, under the initiative “Catalysing Disability-Inclusive Employment and Business towards Effective Implementation of the Asian and Pacific Decade of Persons with Disabilities, 2023–2032,” was launched through the collaboration of three partner organizations: the Economic and Social Commission for Asia and the Pacific (ESCAP), the Department of Empowerment of Persons with Disabilities (DEP) in Thailand, and the Asia-Pacific Development Center on Disability (APCD). The aim of the project is to gather insights from experts, policy makers, and practitioners involved in promoting employment and disability-inclusive business and facilitate effective partnership mechanism among them for the economic empowerment of persons with disabilities in Thailand. This “**Practical Guide for Employers to Promote Disability-Inclusive Employment in Thailand**” was developed as one of the project’s main outputs

The project is driven by an advisory board composed of experts and representatives from DEP, ESCAP, and APCD and key partners working on DIEB. The Practical Guide represents the Project’s second key result, following the Policy Paper on Promoting Disability-Inclusive Employment and Business in Thailand (released in January 2026). The development of this practical guide took place from October 2025 to February 2026. The advisory board members provided valuable insights and recommendations.

The Working group would like to express our appreciation to the Government of China for their support to this project, through the China-ESCAP Cooperation Programme. Our appreciation also goes to all other organizations from the public sector, the private sector, civil society, and organizations of persons with disabilities for their contributions throughout the drafting process of this practical guide. The names of individuals and organizations who contributed to making this practical guide possible have been compiled and included at the end of this document.

Finally, we extend our deepest gratitude to Mr. Thaevan Uthavith and Asst. Prof. Dr. Arunee Limmanee, the two project experts who have served as key contributors to the development of this practical guide.

The working group wishes that the Practical Guide for Employers to Promote Disability-Inclusive Employment and business in Thailand will benefit the Thai society by developing, disseminating, and expanding knowledge and best practices to advance disability-inclusive employment and business. Ultimately, the expected outcome is to ensure that persons with disabilities in Thailand have access to productive employment and can live with dignity and respect in the society.

The Working Group  
Economic and Social Commission for Asia and the Pacific (ESCAP)  
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Asia-Pacific Development Center on Disability (APCD)

February 2026



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# 1. Guidelines for the Private Sector

## 1.1 Objectives and Roles of the Private Sector

The Private sector serves as a pivotal engine driving national development across various dimensions, comprising a vast number of enterprises ranging from small and medium-sized private sector to large-scale corporations. Within this framework, export-oriented manufacturing and tourism stand out as key economic drivers in the context of Thailand. Simultaneously, the sector faces numerous obstacles and challenges, most notably intense global competition. In the meantime, and the continuous integration of Artificial Intelligence (AI) presents opportunities to boost productivity, but it also raises concerns about AI to replacing human labor which could cause job losses. In response to global trends, modern business practices now demand a serious commitment to Environmental, Social, and Governance (ESG) standards. Businesses are urged to embrace responsible corporate practices as Good Corporate Citizens, fostering equality for all stakeholders. In this regard, employees and workers are recognized as a vital group, holding a level of importance that is on par with customers and other key stakeholders.

Currently, the private sector has placed an increasing emphasis on social responsibility, with a particular focus on the employment of persons with disabilities. Although recent statistics indicate a rising trend in employment within the private sector, a significant number of persons with disabilities remain unemployed. More systematic changes in inclusive hiring practices and workplaces also require businesses to recognize the vital business case for disability inclusion, from more diverse talent base to universal design products. Consequently, advancing both policy and practical implementation to boost employment of persons with disabilities is a critical milestone. This collective effort is essential for businesses and all relevant stakeholders to effectively support and promote disability employment throughout Thailand.

### The Importance of Disability Employment

Thailand and its government have consistently prioritized the empowerment and quality-of-life development of all types of persons with disabilities. This commitment is underscored by Thailand's accession to the Convention on the Rights of Persons with Disabilities (CRPD), ratified on July 29, 2008, and taking effect on August 28, 2008.

As a State Party to the CRPD, Thailand has upheld its international standing through transformative national legislation: the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556. This Act provides for the protection, support, and rights of persons with disabilities in areas such as education, healthcare, transportation, and information technology. Most notably, it ensures equal opportunities in employment, vocational training, and access to personal assistants and the Empowerment of Persons with Disabilities Fund. Employers with 100 or more staff are required to employ one person with disabilities for every 100 employees under the statutory quota system. Alternatively, employers may contribute to the fund or choose other support measures, such as granting concessions, arranging placements for products or services provided by persons with disabilities, employing persons with disabilities through subcontracts, providing training, supplying assistive devices, or making reasonable accommodations, —including sign language interpreters or other support for persons with disabilities and personal assistants. These practices are globally acknowledged and align with the Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159) of the International Labour Organization (ILO Convention No. 159), which promotes equitable employment opportunities for Persons with disabilities.





A fundamental principle upheld by this Act, as well as the CRPD and ILO Convention No. 159, is the protection of the rights of persons with disabilities. This ensures that persons with disabilities are protected from discrimination and are provided with reasonable accommodation. Furthermore, it mandates the provision of accessibility features at the minimum standards required by law, including accessible footpaths, public transportation systems, building ramps, standardized signage and symbols, and accessible restrooms.

The private sector represents a vital pillar in advancing employment and fostering disability-inclusive business models. This includes empowering persons with disabilities to become social entrepreneurs and supporting social enterprises (SE) or small-scale ventures where persons with disabilities play a leading role in management and social entrepreneurship, whether through formal or informal channels.

Consequently, the private sector's proactive support and promotion of disability employment will yield substantial benefits for the overall economy and society. Crucially, such initiatives will significantly enhance the quality of life and well-being for millions of persons with disabilities and their families.

## 1.2 Promotion of Employment for Persons with Disabilities

### 1.2.1 Key Objectives

The promotion of disability employment is guided by five core objectives:

- (a) **To enhance** awareness and understanding of persons with disabilities and their potential.
- (b) **To support** the systematic formulation of policies on the employment of persons with disabilities.
- (c) **To promote** and establish appropriate mechanisms and practices for meaningful inclusion of employees and workers with disabilities.
- (d) **To improve** the quality of life of persons with disabilities, enabling them to achieve sustainable independence with dignity;
- (e) **To strengthen** capacities and generate productive and socially valuable outcomes from work in which persons with disabilities participate.

To achieve these five objectives, the collective support and engagement of all stakeholders are essential. Public-sector employers must lead by example to promote and support disability employment. The private sector, in particular, serves as a fundamental driver in catalyzing social change through disability employment, ensuring that no one is left behind.

### 1.2.2 Compliance with Laws and Regulations

To ensure full compliance with the legal requirements with regard to the employment of persons with disabilities, it is essential to have a clear understanding of the legal definition. Under the Act, "Persons with Disabilities" refers to individuals who encounter limitations in performing daily activities or participating in society due to visual, hearing, mobility, communication, mental, emotional, behavioral, intellectual, learning, or other impairments, in combination with various external barriers. Crucially, the law mandates that there shall be no discrimination on the basis of disability.

Currently, additional legislation has been enacted through the Notification of the Ministry of Social Development and Human Security (MSDHS) regarding the Types and Criteria of Disability B.E. 2568 (2025). Published in the Royal Gazette on December 12, 2025, and taking effect on December 13, 2025, this update refines disability classifications to be more inclusive and appropriate for the current context. Under these revised criteria, the scope of protection now explicitly encompasses persons with physical impairments or anatomical deficiencies, as well as mental, behavioral, intellectual, and learning disabilities.

This advancement aims to simplify the issuance of Identification Cards for Persons with Disabilities, effectively expanding access to essential state welfare and benefits. Such a move marks a significant stride toward fostering genuine equality and sustainably enhancing the quality of life for all persons with disabilities. To support this transition, comprehensive diagnostic manuals and social assessment frameworks are being developed in full alignment with these new legal standards.

Pursuant to the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556, all organizations, both public and private, with 100 or more employees are mandated to hire at least one person with disabilities. Organizations that do not fulfill this hiring requirement have the option to contribute to the Empowerment of Persons with Disabilities Fund as prescribed by law. Furthermore, employers may opt to provide alternative support, such as granting concessions for vending spaces or services, subcontracting, offering internships, or providing assistive devices, facilities, and sign language interpreters. These measures also extend to providing other forms of assistance to persons with disabilities or their personal assistants, provided they strictly adhere to the criteria and conditions set forth by law. Currently, these compliance pathways are governed by three primary provisions: Section 33, Section 34, and Section 35. Detailed statistics regarding employment and fund contributions are presented in the illustration below.

### การจ้างงานคนพิการในสถานประกอบการ

(8)

การจ้างงานคนพิการ มี 3 วิธี โดยสามารถเลือกดำเนินการ 1 วิธีหรือหลายวิธีรวมกันได้

#### มาตรา 33 การจ้างงานคนพิการ

สถานประกอบการและหน่วยงานของรัฐต้องรับคนพิการที่สามารถทำงานได้เข้าทำงานในสถานประกอบการโดยเป็นไปตามกฎหมายว่าด้วยคุ้มครองแรงงานหรือหน่วยงานของรัฐเป็นไปตามที่ ก.พ. กำหนด

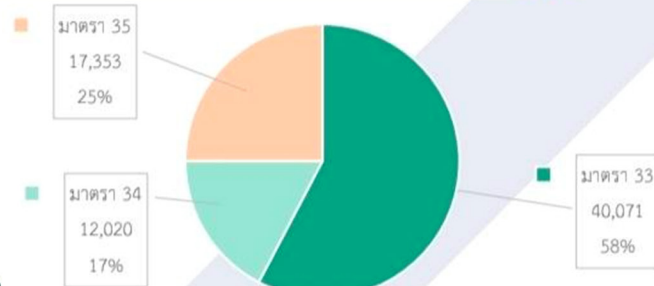
#### มาตรา 34 การส่งเงินเข้ากองทุนฯ

นายจ้างหรือเจ้าของส่งเงินเข้ากองทุนส่งเสริมและพัฒนาคุณภาพชีวิตคนพิการเป็นรายปี หน่วยงานของรัฐไม่ต้องส่งเงินเข้ากองทุนฯ

#### มาตรา 35 การเสริมอาชีพให้คนพิการ

นายจ้างหรือเจ้าของสถานประกอบการให้สัมปทานตามมาตรา 35 โดยยื่นขอใช้สิทธิ ต่อกรมการจัดหางานหรือจัดหางานจังหวัดที่ สำนักงานใหญ่ของสถานประกอบการตั้งอยู่หรือหน่วยงานของรัฐนั้น

สถิติการจ้างงานคนพิการในสถานประกอบการประจำปี 2568 (ทั่วประเทศ )



สถิติการจ้างงานคนพิการในสถานประกอบการ

ปี	จำนวนสถานประกอบการที่ต้องจ้างงาน		ผลการดำเนินงาน						ต้องจ้างเพิ่ม (ร้อยละ)
	นายจ้าง (แห่ง)	ต้องจ้าง (คน)	จ้าง 33 (คน)	สัมปทาน 35 (สัญญา)	ส่งเงิน 34 (คน)	รวม	จ้างแล้ว (ร้อยละ)	ต้องจ้างเพิ่ม (ราย)	
2565	13,585	63,661	37,846 (59.45%)	14,652 (19.35%)	12,321 (23.02%)	64,819	101.82	-	-
2566	14,300	67,746	39,568 (58.41%)	15,879 (23.44%)	12,646 (18.67%)	68,093	100.51	-	-
2567	14,794	68,449	40,017 (58.46%)	16,357 (23.90%)	11,365 (16.60%)	67,739	98.96	710	1.04
2568	14,912	70,030	40,071 (57.22%)	17,353 (24.78%)	12,020 (17.16%)	69,444	99.16	586	0.84

ข้อมูล ณ วันที่ 26 ธ.ค. 68 กพร.พ.



### การจ้างงานคนพิการในหน่วยงานของรัฐ



สถิติการจ้างงานคนพิการในหน่วยงานของรัฐประจำปี 2568

**มาตรา 33 การจ้างงานคนพิการ**

สถานประกอบการและหน่วยงานของรัฐต้องรับคนพิการที่สามารถทำงานได้เข้าทำงานในสถานประกอบการโดยเป็นไปตามกฎหมายว่าด้วยคุ้มครองแรงงานหรือหน่วยงานของรัฐ เป็นไปตามที่ ก.พ. กำหนด



**มาตรา 35 การเสริมอาชีพให้คนพิการ**

นายจ้างหรือเจ้าของสถานประกอบการให้สัมปทานตามมาตรา 35 โดยยื่นขอใช้สิทธิ ต่อกรมการจัดหางานหรือจัดหางานจังหวัดที่สำนักงานใหญ่ของสถานประกอบการตั้งอยู่หรือหน่วยงานของรัฐนั้น

### สถิติการจ้างงานคนพิการในหน่วยงานของรัฐ

ปี	จำนวนหน่วยงานภาครัฐที่ต้องจ้างงาน		ผลการดำเนินงาน						ต้องจ้างเพิ่ม (ร้อยละ)
	หน่วยงาน (แห่ง)	ต้องจ้าง (คน)	รายงานผลแล้ว (แห่ง)	จ้าง 33 (คน)	สัมปทาน 35 (สัญญา)	รวม	จ้างแล้ว (ร้อยละ)	ต้องจ้างเพิ่ม (ราย)	
2565	294	17,514	213 (72.44%)	2,859 (16.33%)	906 (5.17%)	3,765	21.50	13,749	78.50
2566	294	18,994	235 (79.93%)	2,933 (15.44%)	891 (4.69%)	3,824	20.13	15,170	79.87
2567	294	18,671	231 (78.00%)	2,979 (15.96%)	1,754 (9.39%)	4,733	25.35	13,938	74.65
2568	535	18,910	246 (45.98%)	3,393 (17.94%)	2,297 (12.15%)	5,690	30.09	13,220	69.91

ข้อมูล ณ วันที่ 26 ธ.ค. 68 / กพ.พ.ก.

**Note:** Figures shown on pages 6-7 are sourced from the Department of Empowerment of Persons with Disabilities as of December 26, 2025.

The figure above represents the employment statistics for persons with disabilities within business establishments under Sections 33, 34, and 35. As of December 26, 2025, total employment stood at 69,444 individuals, which represents a compliance rate of 99.16%. The breakdown is as follows:

- Section 33: Direct employment of persons with disabilities totaling 40,071 individuals (58%)
- Section 34: Contributions to the Fund totaling 12,020 individuals (17%)
- Section 35: Occupational support for Persons with disabilities totaling 17,353 individuals (25%)

While the statistical data highlights a high level of legal compliance among business establishments, these figures represent only one facet of the situation. When considering the hundreds of thousands of persons with disabilities who remain unemployed, it becomes evident that there is significant room for the private sector to further refine its employment practices. Key areas for improvement include the formalization of inclusive employment policies, the fostering of an organizational culture rooted in disability awareness, and the provision of robust support for job retention. To assist businesses in this transition, comprehensive guidelines and best practices are presented in the following section.

Regarding employment within the public sector, the data in Figure above reveals a significant gap in implementation for the year 2025. Out of 535 government agencies mandated to employ a total of 18,910 persons with disabilities, only 246 agencies submitted their performance reports. Collectively, these agencies have hired 5,690 individuals, accounting for just 30.09% of the target. This leaves a substantial deficit of 13,220 positions, or 69.91%, yet to be filled. Against this backdrop, the practical guidelines developed



in this document are designed to serve as a high-impact tool. They aim to boost employment efficiency across all sectors, creating sustainable value for both the employers and persons with disabilities who join their workforce.

The private sector is thus recognized as a vital force in driving social transformation by providing persons with disabilities the opportunity to enter the labor market. This empowerment allows them to earn their income and effectively transforms what was once perceived as a social burden into a source of social energy and empowerment. To incentivize direct employment under Section 33 instead of contributing to the fund under Section 34, several tax measures have been implemented. A significant example is Revenue Department Instruction No. Por. 156/2561, which has been in effect since 2018, regarding Corporate Income Tax for expenses incurred under the Empowerment of Persons with Disabilities Act B.E. 2550. This order allows employers to claim a 200% tax deduction on expenses related to hiring persons with disabilities who hold a valid Identification Cards for Persons with Disabilities. **Furthermore, if an employer hires persons with disabilities in a number exceeding 60% of their total workforce, with an employment period of no less than 180 days within a tax year, they are eligible for a 300% tax deduction on those employment-related expenses.** Therefore, these tax measures serve as a powerful incentive for promoting the employment of persons with disabilities.

### 1.2.3 Practical Guide for Employers: Implementing the Upstream, Midstream, and Downstream Framework for Change

Employers may face challenges in supporting the employment of persons with disabilities due to a lack of knowledge, understanding, and reasonable accommodations. In addition, there may be a need to strengthen appropriate attitudes, as well as knowledge and understanding, among existing employees and staff. With this practical guide, employers can lead transformational leadership by building an organizational culture and practices that promotes employment for persons with disabilities. This process encompasses everything from pre-recruitment preparation to employment and ongoing care throughout the employment period until retirement. These steps can be systematically divided into three stages: **upstream, midstream, and downstream**, and implemented through a structured process as follows:

#### Upstream (Preparedness and Foundation Building)

The initial phase of promoting disability employment begins with leadership. It is essential to **build an organizational culture, policies, and practices** that is inclusive and fosters positive attitudes toward persons with disabilities. This “Tone from the Top”, driven by owners, shareholders, boards, and executives, must be grounded in the following practices:

- **Purpose-Driven Leadership:** Organizational leaders must demonstrate a firm, purpose-driven commitment to advocating for and supporting the employment of persons with disabilities.
- **Policy Formulation & Support Systems:** Establish a formal employment policy for persons with disabilities and conduct detailed Job Analysis. This includes appointing a job coach to facilitate the employment process, provide training for relevant staff, and serve as a liaison to ensure mutual understanding between persons with disabilities and the employer for the organization’s maximum benefit.
- **Capacity Building & Preparation:** The policy aims to equip management and staff at all levels with a thorough awareness of disability issues. This preparation involves a comprehensive job analysis to define suitable positions, focusing on at least the following factors:
  - > Purpose and benefits of employing persons with disabilities.
  - > Types and details of job positions, including linkages with other departments or units.



- > Working environment and the methods or conditions under which duties are to be performed.
- > Job qualifications, such as educational background, competencies, or specialized expertise required for performance of duties, including, for example, computer skills or foreign language proficiency.
- > Use of special quota arrangements to enable qualified and capable persons with disabilities to access employment opportunities, with an emphasis on quality rather than quantity.
- > Provision of opportunities for persons with disabilities of all types, based on appropriateness and capabilities.

• **Openness and Flexibility in Recruitment Practices:** When recruiting persons with disabilities, employers should take into account the specific characteristics, abilities, and types of disability involved—whether visual impairments, hearing or communication impairments, physical or mobility impairments, learning disabilities, etc. Crucially, the Human Resources department must be provided with specialized guidance to build awareness and a proper understanding before defining job qualifications or posting vacancy announcements. To ensure true accessibility, recruitment should be open through multiple channels, such as online platforms, and it must incorporate appropriate assistive tools and accommodations where necessary.

• **Raising Awareness and Fostering a Positive Attitude:** Raising awareness and cultivating a positive mindset toward persons with disabilities among staff at all levels is fundamental to organizational readiness. This preparation ensures that when persons with disabilities join the workforce, they can maintain meaningful employment that benefits both themselves and the organization. Top executives must lead by example in establishing an organizational culture and practices rooted in openness. The goal is to ensure that persons with disabilities do not feel isolated or segregated but are instead encouraged to participate fully and work happily alongside their colleagues.

• **Designating a role and responsible department for coordination (People Office):** Appointing a job coach or assigning an individual to oversee the employment of persons with disabilities within an organization significantly benefits both the departments employing persons with disabilities and the employees with disabilities themselves. In practice, there may be adjustments, challenges, impediments, or crises necessitating immediate resolutions, such as employees with mental or behavioral difficulties requiring consistent medical care or those with intellectual limitations. Additionally, a job coach can serve as a negotiator or intermediary in conversations between employers and employees with disabilities when needed.

• **Provision of reasonable accommodation:** Appropriate and reasonable accommodation must be offered to prevent hindrances to the work performance of persons with disabilities. Where possible, job roles that allow for online work should be considered, as such arrangements can further support and expand opportunities for persons with disabilities who face mobility or transportation constraints. Before an organization employs persons with disabilities, employers should conduct an assessment of the workplace and surrounding environment to ensure accessibility and suitability for work, including the availability of designated parking spaces, ramps, and accessible restrooms, etc. These efforts should also include putting up the signs, notices, symbols, or markings that persons with disabilities need in the workplace and its surroundings.

• **Provision of assistive devices or specific support in the performance of duties:** persons with disabilities may necessitate assistive devices or particular types of support, such as visual aids for those with visual impairments or hearing aids and sign language interpreters for persons with hearing or communication impairments. The budget for acquiring such equipment or support may be partially or wholly subsidized by the Empowerment for Persons with Disabilities Fund or offered as part of assistance measures under Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556.



- Employers and/or stakeholders need to better knowledge and understand the role of for employees who will be personal assistants for persons with disabilities in order to provide appropriate capacity-building and skills training for personal assistants, such as methods for lifting or supporting the Persons with disabilities or specific physical therapy exercises. These will further enhance Persons with disabilities' sense of security. The presence of coworkers who voluntarily provide assistance to employees with disabilities (peer support) significantly increases the likelihood that persons with disabilities will be able to retain their employment.
- Creating an ecosystem within the organization that is transparent and inclusive

## Midstream (Employment and Sustained Support)

Subsequent to the recruitment of persons with disabilities, employers are recommended to implement, at a minimum, the following **onboarding and on-the-job support** practices.

- The sustained engagement of a job coach or mentor to supervise and assist the employee with disabilities throughout the orientation process and the establishment of open receptivity by management regarding the needs, barriers, or feedback expressed by employees with disabilities. Although the function of a job coach or mentor remains relatively emergent within Thailand, it is recognized as a pivotal component in numerous nations, particularly within Western contexts. Individuals fulfilling the role of a job coach are required to possess comprehensive knowledge and understanding of all categories of disabilities, job characteristics, and the requisite qualifications and competencies. This role further encompasses the provision of guidance regarding preparation and information acquisition. A job coach may be a human resources professional who has undergone specialized training and demonstrates profound expertise and understanding regarding persons with disabilities.

- Performance appraisal, monitoring, and appropriate remediation of deficiencies (if any). Continuous monitoring and periodic evaluation assist employers in enhancing the quality and efficiency of disability employment. Consequently, this leads to higher job retention rates for persons with disabilities, yielding mutually beneficial outcomes for the employer, colleagues, and the employees with disabilities themselves.

- Provision of continuous training and skill development, including adjustments or promotions. Employers should ensure that persons with disabilities have opportunities to continuously develop their knowledge and skills.

- Provision of health examinations, psychological counseling, and/or health promotion services.
- Salary increases, bonuses, and other rewards or incentives.

In Thailand, the role of the job coach is currently considered an emergent concept; however, it has undergone progressive development, particularly within educational institutions and public sector agencies. A job coach may be an internal personnel member who has undergone specialized training and possesses profound expertise and understanding regarding persons with disabilities. The definition of a job coach encompasses, but is not limited to, serving as a mentor or advisor providing guidance on career selection, job application, and job retention for persons with disabilities. These responsibilities may be integrated into the human resources department or, in larger organizations, established as a dedicated position within the sustainability office. Such an arrangement signifies a commitment to equality and inclusiveness.

Furthermore, in instances where an employee acquires a disability or becomes incapacitated due to illness or accident, the employer should provide vocational counseling or appropriately modify job descriptions. This includes psychological rehabilitation and support from peers. Additionally, employers should facilitate access to health insurance for employees with disabilities employed under Section 33, encompassing both individual and group health insurance policies, ensuring they receive benefits equivalent to those provided to employees without disabilities.





## Downstream (Stability and a Sustainable Future)

Once a person with disabilities has been employed for a certain period, employers should implement, at a minimum, the following guidelines and practices to support **longer-term career development and life support**:

- Performance appraisal and career advancement, including promotions or lateral transfers as appropriate to the individual's capabilities and circumstances.
- Upskilling and Reskilling initiatives, as well as the continuous development of professional skills.
- Securing post-retirement stability and providing life coaching for retirement, ensuring that persons with disabilities can lead fulfilling lives with self-esteem, serving as exemplary models for both the disability community and society at large

Beyond supporting formal employment of persons with disabilities, promoting Disability-Inclusive Business, in which persons with disabilities participate as producers, service providers, or business managers, serves as a vital strategic direction. This includes fostering social enterprises and social entrepreneurship, whether in formal or informal sectors, where persons with disabilities play primary roles in management and production. Furthermore, small businesses where persons with disabilities hold primary responsibility for management and production offer a significant alternative pathway for supporting persons with disabilities who may face barriers to direct formal employment. By positioning them as partners or business associates, this model enables persons with disabilities to generate income that can exceed the standard wages or salaries, such as through commissions, dividend, or profit-sharing arrangements.

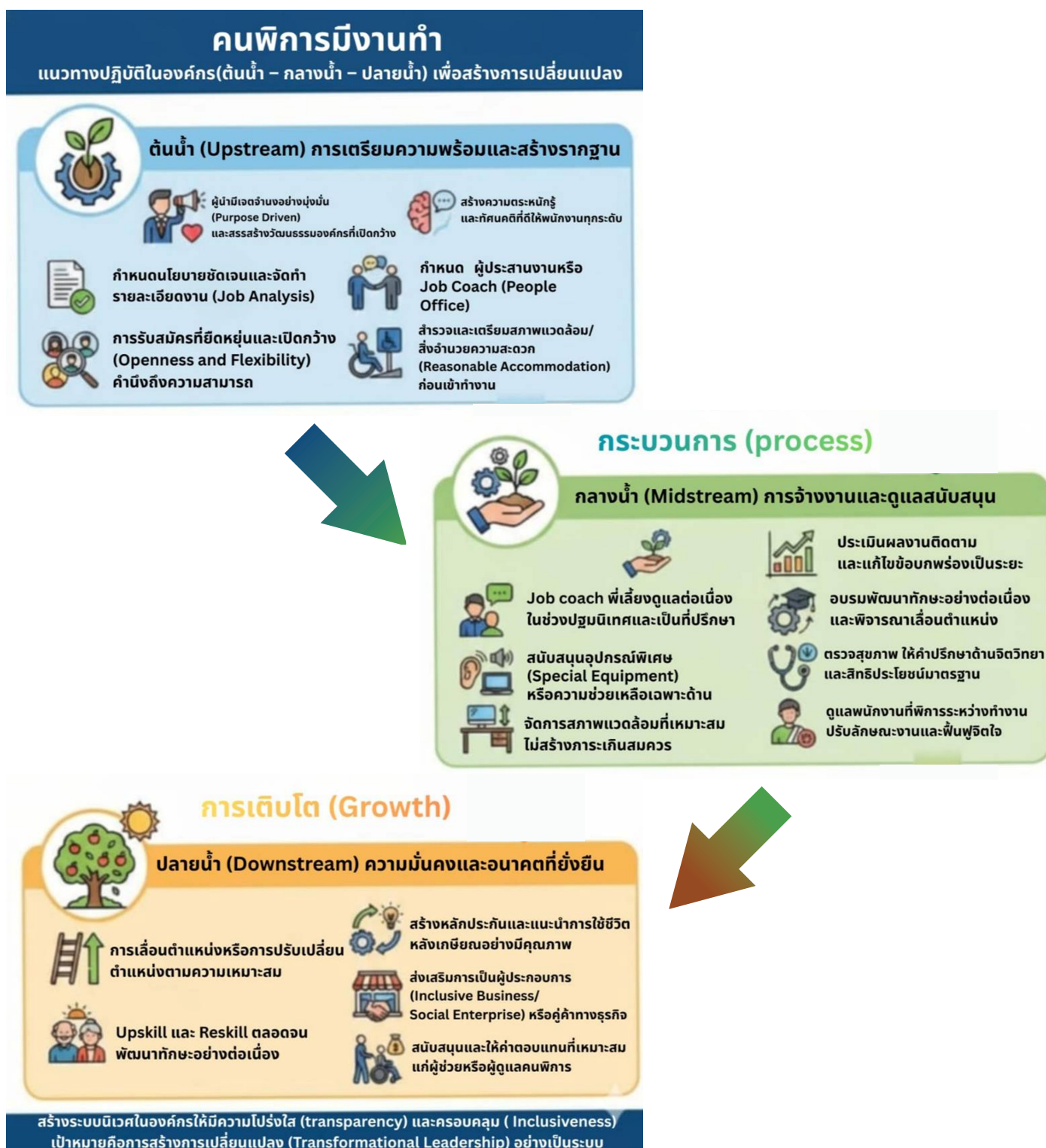
Regarding the promotion of employment within the informal sector and for self-employed persons with disabilities, Thailand maintains a significant population of workers in these categories. Informal employment supports income generation. But over-concentration of working persons with disabilities in the informal sector leads to issues such as low wages and absence of labour and social protection. Informal employment opportunities for persons with disabilities may include roles such as domestic workers or other casual, short-term job capacities. Typically, these individuals receive minimal wages and are excluded from essential statutory benefits, such as social security and healthcare coverage. Most critically, there is currently a lack of oversight mechanisms or regulatory bodies to monitor and ensure that this group of persons with disabilities receives the remuneration and benefits to which they are entitled. Consequently, it is recommended that employers consider providing equitable and transparent compensation and benefits. Furthermore, the establishment of a robust legal framework is essential to uphold and protect the rights of persons with disabilities in the long term.

Although such employment practices may be perceived as a means of assisting persons with disabilities in generating income, they effectively exclude these individuals from the formal employment system, thereby depriving them of statutory benefits under labor and social security legislation. This includes various arrangements such as the granting of concessions, the provision of spaces for the sale of goods or services, subcontracting or outsourcing through special procedures, internships, or the provision of equipment, facilities, sign language interpreters, and other forms of assistance to persons with disabilities or their personal assistants. These practices are extensively implemented at present under the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556. However, a significant issue has emerged where persons with disabilities do not receive their full entitled remuneration. This is due to deductions made for administrative and coordination expenses by intermediary legal entities, such as companies or foundations, that serve as the link between persons with disabilities and the employers or contractors, as the case may be.

Personal assistants represent a vital stakeholder group that the private sector should understand and support. Predominantly consisting of family members, these individuals are uniquely positioned to share and exchange specialized knowledge regarding persons with disabilities, particularly concerning their psychological well-being. Simultaneously, providing appropriate remuneration and professional skill development for personal assistants would significantly enhance the career advancement and vocational success of persons with disabilities. Furthermore, the compensation for these assistants or personal assistants may be subsidized by the Empowerment of Persons with Disabilities Fund. or other government budgetary allocations, thereby ensuring that such support does not impose an undue hardship upon the employer.

## Organizational guidelines (Upstream – Midstream – Downstream)

can be summarized into key procedural frameworks, as illustrated in the figure below:





Upon examining the aforementioned illustration, the process comprising sequential stages and guidelines can be summarized as follows:

## Upstream: Preparedness and Foundation Building

- Purpose-driven leadership and the cultivation of an inclusive organizational culture and practices. This involves raising awareness and fostering positive attitudes among employees at all levels.
- The formulation of clear policies and the conduct of comprehensive job analyses. Clear policies are established, accompanied by detailed job analyses;
- The designation of coordinators or Job Coaches (People Office).
- The implementation of open and flexible recruitment processes focused on the competencies of the candidates.
- Conducting surveys and preparing the reasonable accommodation prior to the commencement of employment.

## Midstream: Employment and Sustained Support

- Continuous support from a Job Coach or mentor during the orientation period and as a regular advisor.
- Provision of assistive devices or specific specialized assistance as required.
- Continuous skill development training and consideration for career advancement and promotion.
- Management of an appropriate work environment that does not impose an undue hardship upon the employer
- Periodic performance appraisal and the remediation of deficiencies, where applicable.
- Provision of health examinations, psychological counseling, and standard statutory benefits.
- Support for employees who acquire disabilities during their tenure through job modification and psychological rehabilitation.

## Downstream: Stability and a Sustainable Future

- Facilitating career advancement through promotions or lateral transfers as appropriate.
- Performance evaluation and the adjustment of roles according to the individual's potential.
- Upskilling and Reskilling initiatives, alongside continuous professional development.
- Securing post-retirement stability and providing guidance for a high-quality of life after retirement.
- Promoting Disability-Inclusive Entrepreneurship (Inclusive Business/Social Enterprise) or establishing business partnerships.
- Providing appropriate support and remuneration for personal assistants or personal assistants of Persons with disabilities.

Ultimately, the cornerstone of success lies in the active engagement of all stakeholders, which is essential for fostering a truly equitable, inclusive, and sustainable organization.



## 2. Roles of Other Relevant stakeholders in Supporting Employment

In promoting and supporting the employment of persons with disabilities, there are additional stakeholders that play critical roles and are of significant importance to Persons with disabilities. In particular, four key stakeholders are closely interconnected, as outlined below:

- 2.1 Government Agencies
- 2.2 Civil Society Organizations
- 2.3 Organizations of Persons with Disabilities (OPDs)
- 2.4 Educational Institutions

### 2.1 Government Agencies

Government agencies are a vital stakeholder, spanning from the central government, the architects of public policy for persons with disabilities, down to the operational levels of ministries, bureaus, and departments. This stakeholder directly impacts others through its control over budgets and the provision of various incentives, such as tax benefits. It also plays a crucial role in enforcing laws related to accessibility, ensuring that Persons with disabilities can travel and access various locations safely and conveniently.

Four primary government agencies have direct responsibility for supporting the employment of at the ministerial level:

**(1) Ministry of Social Development and Human Security (MSDHS)**, through the Department of Empowerment of Persons with Disabilities (DEP). DEP implements government policies and fulfills its mandates under the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556. A key structural component is the National Committee for the Empowerment of Persons with Disabilities, chaired by the Prime Minister. Under this committee's regulations, Provincial Disability Service Centers have been established in every province to improve service accessibility and support the quality of life for persons with disabilities. At the provincial level, the Provincial Social Development and Human Security Office serves as the coordinating body. Its primary role is to support and collaborate with Provincial Disability Employment Centers—the units directly responsible for job placement for persons with disabilities. The Provincial Social Development and Human Security Office also facilitates coordination between various government agencies, such as the Department of Social Development and Welfare, to streamline employment efforts for persons with disabilities. These service centers are established across the country in two formats:

1. Provincial Disability Service Centers
2. General Disability Service Centers

The core mission of both types of centers is to provide persons with disabilities with guidance on statutory benefits, healthcare, internships, and job placement.

To support enterprises in employing persons with disabilities, DEP has developed an online platform (<https://ejob.dep.go.th>) dedicated to job matching. This portal allows enterprises to find potential employees while enabling persons with disabilities to submit their profiles, serving as a vital resource for recruitment. Additionally, in collaboration with organizations of persons with disabilities (OPDs), DEP operates the 1479 Hotline, providing a direct communication channel for both persons with disabilities and enterprises to inquire about employment matters.



(2) **Ministry of Labour (MOL)**, through the Department of Employment (DOE). The Department of Employment is mandated to oversee the employment of persons with disabilities as stipulated under Sections 33 to 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556 Act. These legal requirements encompass direct employment (Section 33), mandatory contributions to the Empowerment of Persons with Disabilities Fund (Section 34), and alternative employment options, such as subcontracting or special service arrangements (Section 35). The key responsibilities of this government agency include:

(1) **Job Placement and Follow-up:** Providing appropriate job matching and placement services, registering employment needs, and monitoring performance after employment begins. These services are delivered by specialized personnel who possess a deep understanding of disability-related employment.

(2) **Career Counseling:** Offering guidance on both formal employment and self-employment, tailored to the specific capabilities and interests of Persons with disabilities.

(3) **Vocational Training:** Organizing skill development workshops and demonstrations for various professions and independent occupations suitable for the abilities of persons with disabilities.

(4) **Centralized Information Hub:** Maintaining a specialized career database and job vacancy registry for persons with disabilities. This data serves as a central registry of job seekers with disabilities, facilitating the dissemination of information to government agencies, private employers, and the persons with disabilities themselves.

(5) **On-the-Job Training** for persons with disabilities.

(6) **Assistive Facilities and Media:** Offering the loan of assistive devices and media required for work, provided as necessary and appropriate for the individual's needs.

To further increase employment opportunities, the Department of Employment has launched the “**Thai Mee Ngan Tham**” application (<https://ไทยมีงานทำ.doe.go.th>), which is featured in the illustration below.



# ไทยมีงานทำ

## วิธีการใช้งาน สำหรับผู้พิการ



### ไทยมีงานทำมีบริการอะไรบ้าง

	<b>ค้นหาตำแหน่งงานว่างที่สนใจ</b> - ค้นหาจากภาครัฐ - ค้นหาทั่วไป - ค้นหาจากบริษัทจัดหางาน	<b>ค้นหาตำแหน่งงานที่สะดวกและสนใจจากแผนที่ (GPS)</b>	
	<b>ค้นหาหลักสูตรฝึกอบรม</b> เพื่อ Upskill/Reskill ด้านทักษะที่สนใจ	<b>ค้นหาทักษะจากตำแหน่งงานที่สนใจ และเพิ่มทักษะที่คุณมีเพื่อเพิ่มโอกาสการมีงานทำด้วย Skill Matrix</b>	

### ผู้หางานค้นหางานที่ใช้ได้อย่างไร

1. เข้าสู่ระบบด้วย <https://e-service.doe.go.th> สำหรับบุคคลทั่วไป
2. เลือกลงทะเบียน Digital ID
3. ลงชื่อเข้าใช้งาน
4. เลือกระบบไทยมีงานทำ
5. เลือกประเภทผู้ใช้งาน
6. กรอกรายละเอียดประวัติส่วนตัว
7. ค้นหาที่สนใจ
8. กดสมัครงานที่ต้องการ

ดาวน์โหลด Mobile Application ไทยมีงานทำ

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"กรมการจัดหางาน บริการด้วยใจ เพื่อคนไทยมีงานทำ"

สายด่วน กรมการจัดหางาน 1506 กด 2

The application “Thai Me Ngan Tham”, as shown above, is a national platform designed for all Thai citizens seeking employment, featuring a dedicated channel for persons with disabilities. However, certain accessibility barriers remain; for instance, persons with disabilities with visual impairments often find the interface difficult to navigate. To mitigate these challenges and provide personalized assistance, a dedicated hotline has been established at 1506 (press 2) as a primary contact point for inquiries.



Furthermore, the Department of Employment has launched a strategic initiative titled the “Social Employment Promotion Project.” This program aims to encourage entrepreneurs and business owners to actively support the employment of persons with disabilities by utilizing the mechanisms provided under Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556 Act, as illustrated in the figure below.



The Social Employment Promotion Project illustrated in the infographic above is an initiative by the Department of Employment. This project advocates for “social employment” under the framework of Section 35, which involves subcontracting services for the public interest. Under this arrangement, persons with disabilities are assigned tasks within their local communities, such as at schools, temples, or Sub-district Health Promoting Hospitals, based on their specific capabilities. Persons with disabilities participating in this project receive a monthly salary equivalent to the standard minimum wage. In return, employers are entitled to a 100% tax deduction on these expenses while simultaneously fulfilling their corporate social responsibility. For further details, interested parties may contact the government agency directly at (02) 245 2017 or via email at [drdoe.25@gmail.com](mailto:drdoe.25@gmail.com)

In addition to the Department of Employment, the Ministry of Labour oversees two other vital government agencies: the Department of Skill Development (DSD) and the Department of Labour Protection and Welfare (DLPW). Both are crucial in facilitating the vocational progression of persons with disabilities. Through these agencies, persons with disabilities can participate in specialized training programs designed to enhance their professional potential or prepare them for self-employment. These initiatives are specifically tailored to accommodate the unique needs and nature of various disabilities. To access these services, persons with disabilities can contact the Department of Skill Development directly or reach out to its network of Regional Skill Development Institutes, as well as the Bangkok or Provincial Skill Development Centers.



Regarding the rights under labor protection laws, all persons with disabilities are entitled to full legal benefits and protections. For advice or consultation, persons with disabilities may contact the Department of Labour Protection and Welfare. Access to these services is also available at localized government agencies, including Area Office of Labour Protection and Welfare and Provincial Labour Protection and Welfare Offices in the specific province where the enterprise employing the person with disabilities is located.

**(3) Ministry of Education** through the Bureau of Special Education under the Office of the Basic Education Commission, together with the Office of the Higher Education Commission under the Ministry of Higher Education, Science, Research and Innovation

The Special Education Bureau is tasked with ensuring that persons with disabilities receive proper education as mandated by **the Education Act for Persons with Disabilities B.E. 2551** and its subsequent amendments. This legislation establishes the fundamental right of persons with disabilities to access education free of charge and outlines the framework for diverse educational models. A cornerstone of this support is the Individualized Education Program (IEP), which is instrumental in enhancing the quality of life for persons with disabilities. By tailoring educational paths to individual needs, the IEP ensures that persons with disabilities can secure employment that aligns with their specific knowledge and competencies, ultimately leading to appropriate and equitable income. Furthermore, the office actively facilitates various vocational training programs to empower persons with disabilities for the workforce.

Furthermore, within the vocational education sector, the Office of the Vocational Education Commission (OVEC), a key government agency under the Ministry of Education, is dedicated to expanding vocational opportunities for persons with disabilities. To facilitate this, educational institutions providing these programs are eligible to receive specialized educational subsidies. Vocational students with disabilities represent a critical source of human capital, possessing the technical skills and potential to become significant drivers of the nation's economic development.

**(4) Ministry of Higher Education, Science, Research and Innovation (MHESI)** At the university level, the Office of the Higher Education Commission, operating under MHESI, takes the lead in championing the rights of persons with disabilities to access higher education. A central part of their strategy is pushing for the establishment of Disability Support Services Centers (DSS) in every institution. These centers act as a vital bridge; they do not just support persons with disabilities during their studies but also actively open doors to the professional world. By connecting talented students with potential employers through targeted interviews and career fairs, DSS creates a platform where various industries can recruit persons with disabilities even before they graduate. This proactive engagement significantly broadens the career horizons and employment prospects for these students

Currently, the four primary ministries have moved toward a more integrated model of collaboration, working more closely than ever before. This synergy, which includes the pooling of budgets and sharing of resources, is expected to significantly enhance the effectiveness of policies aimed at driving employment for persons with disabilities.

Beyond these core ministries, the Revenue Department under the Ministry of Finance serves as another crucial government agency in this ecosystem. It provides substantial fiscal incentives to encourage businesses to hire persons with disabilities. Specifically, enterprises are permitted to claim a double tax deduction (200%) on expenses related to the employment of persons with disabilities. Furthermore, if an organization's workforce consists of more than 60% persons with disabilities for a period exceeding 180 days, they become eligible for a triple tax deduction (300%) on those costs.





## 2.2 Civil Society Organizations

Civil Society Organizations (CSOs) represent diverse collectives of individuals who unite under a common cause. These organizations operate through various structures, ranging from formal non-profit legal entities, such as foundations, associations, community enterprises, and social enterprises, to informal groups and local clubs. Despite their structural differences, these CSOs share a unified objective: to enhance the quality of life for persons with disabilities by expanding their access to employment and fostering sustainable income generation.

Currently, a growing number of CSOs collaborate with public sector, local administrative organizations, particularly the Bangkok Metropolitan Administration (BMA), and Organizations of Persons with Disabilities (OPD) to advance vocational development and employment for persons with disabilities. In many instances, these collaborative efforts operate through the mechanisms provided by Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556. This framework allows for various forms of support, such as granting concessions, providing designated spaces for the sale of goods or services, and subcontracting work or services via special procurement methods. It also encompasses internships, the provision of essential equipment and facilities, sign language interpretation, and other types of assistance tailored to the needs of both persons with disabilities and their personal assistants. Despite its benefits, this model faces certain financial limitations. Because income is calculated based on the statutory minimum wage, the earnings remain relatively modest, and hired persons with disabilities typically do not receive additional fringe benefits. Nevertheless, Section 35 remains a vital instrument for social inclusion, as a vast number of persons with disabilities and their personal assistants continue to secure employment and derive significant advantages from these legal provisions.

## 2.3 Organizations of Persons with Disabilities (OPDs)

Thailand is home to a robust and diverse landscape of OPDs, organizations which are established and led by persons with disabilities, and/or in collaboration with persons without disability, or have a majority of members as persons with disabilities. These entities manifest in various legal and structural forms, including councils, federations, associations, foundations, and social enterprises, as well as registered private limited companies. These collectives, representing either specific disability groups or the disability community at large, are propelled by a multi-disciplinary synergy involving academics, business leaders, and social developers. Their primary mission focuses on driving legislative reform and championing the expansion of employment opportunities for persons with disabilities.

The advocacy and initiatives led by these organizations serve as a vital engine for human development, ensuring that persons with disabilities gain better access to education and meaningful employment. By maintaining a close partnership with public sector, these organizations play a decisive role in shaping national policy. OPDs are generally categorized into the following four types:

- Foundations
- Associations
- Social Enterprises
- Other entities (such as clubs, societies, etc.)

The majority of CSOs and OPDs are dedicated to social development, with many focusing specifically on improving the quality of life for persons with disabilities through employment. While these organizations provide essential opportunities, it must be recognized that income levels for CSO/OPD employees are often relatively modest compared to those in the public or private sectors. A significant number of foundations and associations are structured to address specific types of disabilities or educational needs. These entities serve as critical social partners, collaborating with public sector across multiple dimensions, most notably in advocating for and facilitating disability employment as mandated by law. Beyond advocacy, these organizations act as comprehensive service hubs, offering counseling and support regarding independent living, education, and career advancement. A notable contemporary development in this sector is the launch of the “NiNA 1479” application by certain OPDs. This digital platform serves as a centralized service hub, facilitating various resources including job seeking and job matching for persons with disabilities.

Furthermore, the General Disability Service Centers—which can be established under the Empowerment of Persons with Disabilities Act B.E. 2550 and Amended (No. 2) B.E. 2556—represent a vital channel for vocational support. These centers, operated by OPDs and CSOs, serve as essential local infrastructures for promoting and sustaining the employment of persons with disabilities.

## 2.4 Educational Institutions

Both public and private educational institutions serve as pivotal organizations in nurturing the intellectual and vocational growth of persons with disabilities, equipping them with the necessary skills to enter the labor market effectively. To maximize their impact, these institutions must adopt a proactive approach, collaborating closely with other stakeholders to identify emerging labor demands and the specific job roles required by employers.



Regarding career-oriented education, a significant number of persons with disabilities still face limited access to the learning and vocational training essential for securing a sustainable income and achieving a career defined by dignity and self-respect. Consequently, driving disability employment policy is a critical priority that necessitates collective action from all sectors. In particular, the private sector holds immense potential to champion the serious and continuous employment of persons with disabilities. This mission is urgent, as many talented and capable persons with disabilities remain marginalized, still waiting for the opportunity to access meaningful career paths.

Educational institutions are vital in preparing persons with disabilities for the workforce. This requires training educators in accessibility, assistive technology, and flexible assessments tailored to student needs. Beyond the classroom, schools should offer income-generating opportunities, such as the “Learn to Earn” project in schools for children with disabilities or integrated schools, to help students gain professional experience while studying.

Vocational programs must integrate technical skills with a professional mindset to ensure persons with disabilities are ready for the labor market. Success depends on collaborating with the private sector to provide internships, which serve as a direct and equitable pathway to permanent employment for persons with disabilities.

Currently, more than 50 educational institutions nationwide have established Disability Support Services Centers (DSS). These centers provide comprehensive guidance for persons with disabilities, covering academic support, labor market navigation, and job application assistance. A key feature of these centers is the involvement of student volunteers who provide personalized aid to persons with disabilities when necessary. Consequently, DSS serves as a strategic platform for effective job matching and the development of high-quality job coaches.

### 3. Frequently Asked Questions (FAQs)

**Does employing persons with disabilities enhance corporate reputation?**

Response: Employing persons with disabilities fosters a corporate culture of equality and inclusion. By providing equal opportunities, an organization demonstrates its core values and social responsibility, serving as a role model for others and naturally enhancing its professional reputation.

**What preparations should an employer make, such as providing facilities or assistive devices, and are there legal requirements for this?**

Response: Prior to hiring, employers should evaluate and arrange for appropriate facilities or be prepared to provide assistive devices as needed based on the specific needs of the individual. Additionally, employers must comply with laws related to building and construction that mandate the provision of accessible facilities for persons with disabilities.

**Does the government provide assistance or support for the preparation of facilities or assistive devices for persons with disabilities hired by employers?**

Response: The government provides support or assistance in this area. Employers are encouraged to seek guidance from the responsible government agencies, such as hotline 1479, the Department of Empowerment of Persons with Disabilities under the Ministry of Social Development and Human Security.



**What are the tax benefits of employing persons with disabilities?**

Response: Employers who hire persons with disabilities can record the associated expenses as a 200% tax deduction. If persons with disabilities constitute more than 60% of the total workforce and are employed for over 180 days, the employer is entitled to a 300% tax deduction. Additionally, owners of buildings, venues, vehicles, or public service providers who provide facilities or equipment for persons with disabilities can claim a 200% tax deduction on those specific expenditures.

**Is it true that there are various ways to employ persons with disabilities without requiring them to work? For example, granting concessions for sales or service areas, subcontracting, internships, providing assistive devices, facilities, or sign language interpreters, or offering other forms of assistance to persons with disabilities or their personal assistants. How is this managed?**

Response: Providing indirect employment for persons with disabilities must be conducted under the specific conditions and methods mandated by Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550. However, employers are encouraged to provide formal employment opportunities to persons with disabilities following Section 33, which will provide more sustainable and meaningful employment for persons with disabilities.

**If an employer prefers to employ persons with disabilities for specific roles, such as Programmers or Chief Accountants, instead of contributing to the Fund, which agencies can provide guidance?**

Response: Employers may contact the Department of Employment (Hotline 1506, press 2) or the Department of Empowerment of Persons with Disabilities (Hotline 1479).

**If an employer has not yet employed any persons with disabilities, to what extent are they required to prepare workplace facilities or accommodations?**

Response: Current ministerial regulations mandate that building owners provide accessible facilities for persons with disabilities and older persons. These requirements include designated parking spaces, ramps, elevators, accessible toilets, and other essential facilities.

**Does providing welfare for persons with disabilities differ in complexity compared to other employees?**

Response: Welfare benefits should be equivalent and equitable for all staff, such as providing consistent health insurance coverage for all employees.

**What is the level of difficulty in meeting the 1:100 statutory hiring quota?  
What are the penalties for non-compliance, and are there inspections?**

Response: Private sector with 100 or more employees are legally required to hire one person with a disability. The practicalities of this requirement are detailed in the guidelines within this document. If an employer does not comply, they must either contribute to the Empowerment of Persons with Disabilities Fund or utilize alternative employment models permitted by law. Government agencies conduct regular inspections, and non-compliance may lead to litigation or legal proceedings.



**What are the requirements for wages and benefits when employing persons with disabilities?**

Response: Employers are legally obligated to provide wages and benefits on an equal basis, ensuring they are no less favorable than those provided to employees without disabilities.

**How should employers and colleagues communicate with persons with disabilities in the workplace?**

Response: Communication should be polite, professional, and conducted in a respectful tone. Avoid any language that devalues or emphasizes the differences of persons with disabilities. Respect their privacy by not inquiring about the cause of their disability. When offering assistance—particularly to those with visual impairments, first ask for their consent and wait for their acceptance and ask for their preferred method of help, such as offering an arm rather than leading by the hand. For employees with hearing or communication impairments, employers should provide staff proficient in sign language or supportive technology, such as the Thailand Telecommunication Relay Services (TTRS). Finally, when interacting with employees with disabilities, using the same professional language and standards applied to any other staff members is suggested.

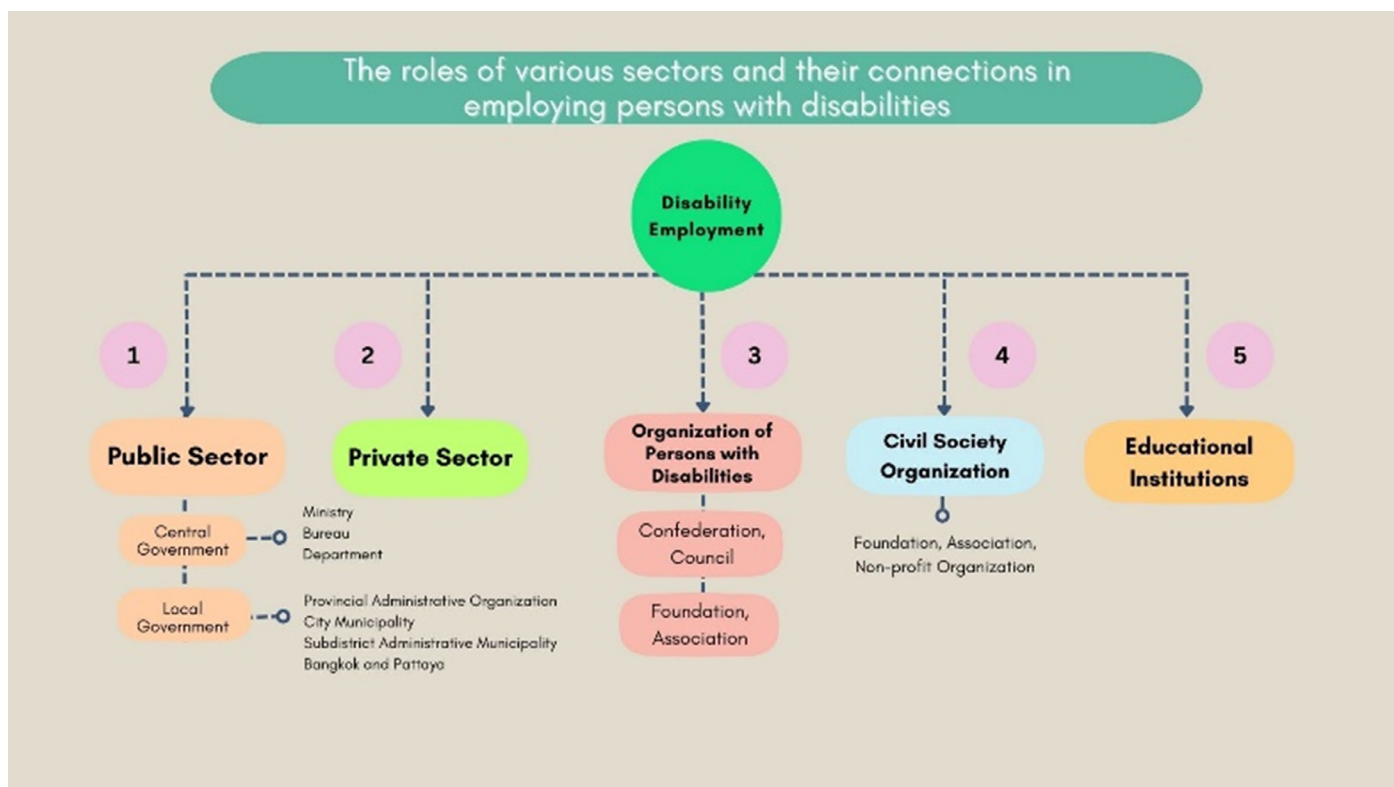
**Should employers conduct the evaluation to prepare for the recruitment of persons with disabilities?**

Response: Employers should conduct the evaluation to prepare their preparedness based on three core pillars: leadership readiness, employee readiness, and environmental/facility readiness. Establishing these foundations is critical to ensuring a successful start in disability employment.

## 4. Conclusion and Recommendations

For decades, Thailand has dedicated significant efforts to empowering persons with disabilities, progressing from basic education and quality-of-life improvements to robust employment support. This commitment is shared by the government and all sectors, manifesting in key legal frameworks such as the 1:100 statutory hiring quota, mandatory contributions to the Empowerment of Persons with Disabilities Fund, and alternative employment models under Section 35. While these measures have markedly improved the lives of many, a significant number of persons with disabilities still face systemic barriers in accessing employment and the capital necessary for entrepreneurship.

In summary, the success of disability employment depends on a value chain comprised of five primary stakeholders—the five core drivers—that must converge toward a unified goal. This synergy is illustrated in the following framework:



If The Five Core Drivers—comprising the private sector, public sector, OPDs, CSOs, and educational institutions—function as an integrated and interconnected network, disability employment can achieve true efficiency and meaningful impact.

The participation of all stakeholders is the definitive factor in this success. Driving Public Policy in this area is a critical priority that demands unified commitment, particularly from the private sector. With its vast potential, the private sector is uniquely positioned to champion government initiatives, transforming policy into sustained, dignified employment. This effort is vital, as many talented and capable persons with disabilities still lack the opportunity to access appropriate career paths.

To ensure long-term progress, the following development guidelines are recommended for continued support:

- Developing educational systems, training media, and various skills, particularly in technology and soft skills, including the continuous promotion of the Individualized Education Plan (IEP).



- Developing and strengthening stable careers (Job Empowerment).
- Using disability employment support systems (Job Coach) and Peer Support services.

For government organizations, there should be a review to strictly enforce disability employment laws, especially within the civil service and related systems. This includes improving tax benefits and providing adequate budget support. Most importantly, national and organizational leaders must have a firm political will in defining clear disability employment policies to ensure all agencies implement them in the same direction through an integrated approach.

Collaboration across all sectors fosters an ecosystem for Disability Inclusive Development (DID) through active participation. When persons with disabilities receive a quality education, securing employment and a sustainable income is no longer an insurmountable challenge. This success depends on the comprehensive support mentioned above—in both attitude and action toward Persons with disabilities. If all sectors remain open and understand the barriers faced by persons with disabilities, employment support can exceed legal requirements, ultimately leading to sustainable social development.

The best practices for promoting disability employment can be summarized into the Triple E Model as follows:

## Educate

- **Tone from the Top:** Organizational leaders must lead by defining clear policies and cascading them into practice.
- **Culture of Opportunity and Equality:** Establish a corporate culture that prioritizes inclusivity and aims to exceed legal requirements.

## Engage

- **Clear Job Roles:** Specifically define positions and responsibilities for persons with disabilities.
- **Dedicated Coordination:** Assign specific personnel responsible for overseeing and coordinating disability employment initiatives.
  - **Participation and Volunteerism:** Foster understanding and engagement through inclusive participation and volunteer teams.
  - **Continuous Coaching:** Provide ongoing guidance and support through mentorship and coaching.
  - **Reasonable Accommodation:** Fully prepare the workplace with necessary equipment, facilities, and accessibility features.

## Enhancement

- **Upskill and Reskill:** Continuously develop and expand the knowledge and professional skills of employees with disabilities.
  - **Systematic Evaluation:** Implement fair and systematic performance reviews, promotions, and job rotations.
  - **Long-term Security:** Build resilience and financial stability for employees during their career and into retirement.

Finally, this Practical Guide to Promote DIEB-PWD For Employers will not achieve any success without the collective cooperation of all sectors and a genuine awareness of persons with disabilities

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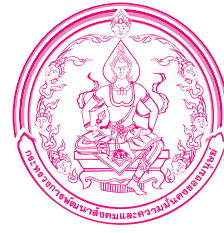
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## QR-Code for E-files

File 1: แนวทางปฏิบัติสำหรับนายจ้าง ฉบับภาษาไทย

File 2: Practical Guide for Employers, English Version

<https://shorturl.at/sOzGJ>

