



Grant Thornton

# Women in Business 2026

Progress, perspectives and the path to inclusive leadership.

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# International Women's Day Insight

By Ian Pascoe

As we mark International Women's Day, it is an important moment to recognise the progress made in advancing women in business across Thailand and to reflect on the work that still lies ahead.

Encouragingly, more women are stepping into leadership roles, contributing their expertise and perspectives to organisations across industries. This shift reflects a growing understanding that diverse leadership teams strengthen decision-making, enhance resilience and support sustainable business performance.

"Rising expectations from both talent and investors mean gender equality is no longer a values-led aspiration; it is a strategic growth lever. At Grant Thornton in Thailand, women represent half of our 24 senior leaders. We see, in practical terms, how balanced leadership sharpens judgement, elevates the quality of debate, accelerates performance, and builds organisational resilience in a volatile market," said [Ian Pascoe](#), CEO & Managing Partner, Grant Thornton Thailand.



## About the Author

Ian Pascoe has been based in Thailand since 1998 and is the CEO and Managing Partner of Grant Thornton Thailand. With over 20 years of experience in corporate restructuring and corporate finance, he has advised businesses on turnarounds, mergers and acquisitions, valuations and debt restructuring. He is a member of the Australian Society of CPAs and was admitted to practice as a barrister and solicitor by the Supreme Court of Victoria and the High Court of Australia.

# Thailand's Structural Advantage in Women's Leadership

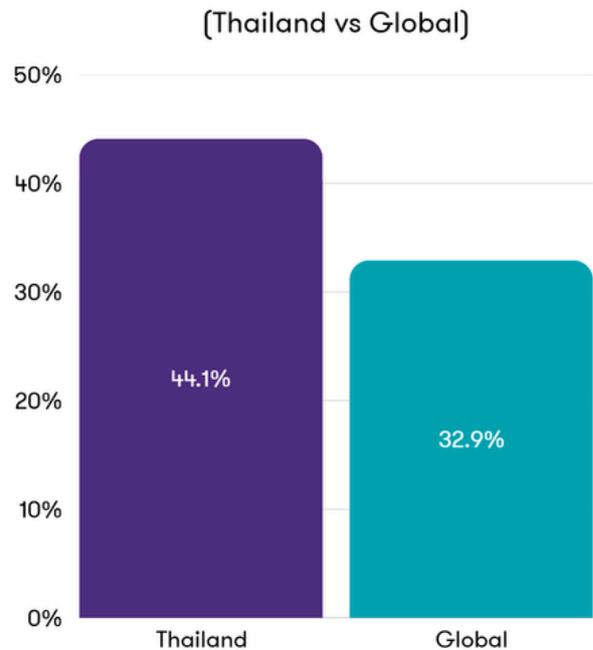
## A Milestone for Inclusivity

In Thailand, women hold 44.1% of senior management roles, well above the global average of 32.9%, according to the Women in Business 2026 global report.

This milestone highlights sustained progress in advancing female leadership and reflects a broader shift in how senior talent is developed within the country's business landscape.



## Percentage of Women in Senior Management 2026



Source: Grant Thornton Women In Business 2026

## Key Findings

In 2026, women hold 44.1% of senior management positions in Thailand, exceeding the global average of 32.9% and placing the country among the leading performers in advancing women into executive leadership. This progress reflects sustained structural commitment rather than short-term momentum. Over the past decade, organisations in Thailand have increasingly embedded inclusive leadership within corporate governance frameworks, succession planning strategies and talent development programmes.

### Key Strategic Drivers:

- **Intentional Governance:** Diversity at senior levels is becoming a deliberate outcome of policy, oversight and long-term workforce planning, rather than chance.
- **Resilience Indicators:** The strength and diversity of executive pipelines are increasingly viewed as indicators of governance maturity, risk awareness and strategic resilience.
- **Market Adaptation:** For businesses operating in an environment marked by economic volatility and digital transformation, leadership composition is more than a reputational measure.

Against a global backdrop of continued calls for accelerated action, Thailand's performance demonstrates how consistent institutional focus and board-level accountability can translate into measurable, sustainable outcomes at the highest levels of business leadership.



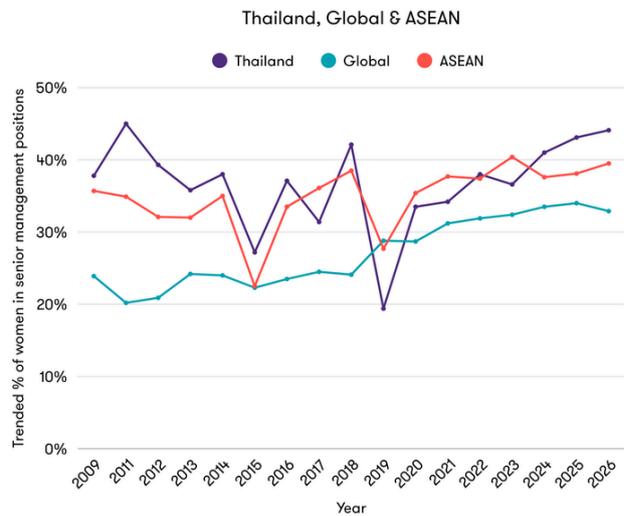
## Sustained Momentum: Thailand's Long-Term Progress

Since 2009, female representation in senior management has **trended upward across Thailand, ASEAN and globally**, despite periodic fluctuations. Thailand's trajectory shows sharper volatility but stronger rebounds, reaching **44.1% in 2026** and **surpassing both ASEAN and global averages**.

This progress strengthens **leadership pipelines**, increases **visibility of female role models** and **reinforces investor and talent confidence**.

As gender diversity is increasingly linked to stronger decision-making and performance, Thailand's advancement supports a **more competitive and resilient business environment**.

### Trend in the Percentage of Women in Senior Management Positions (2009-2026)



Source: Grant Thornton Women In Business 2026

## Regional Performance: Thailand's Standing Across ASEAN & Asia

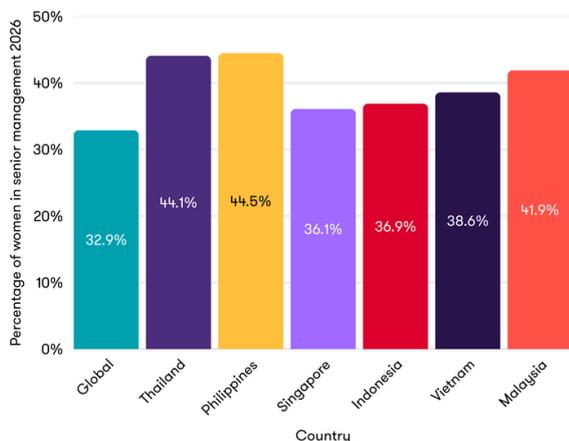
Beyond global comparisons, Thailand's standing within **ASEAN and Asia** further reinforces the strength of its progress.

In 2026, women hold **44.1% of senior management roles in Thailand**, placing the country among the region's top performers. While the Philippines records a marginally higher figure at **44.5%**, Thailand remains ahead of **Malaysia (41.9%)**, **Vietnam (38.6%)**, **Indonesia (36.9%)**, **Singapore (36.1%)** and above the global average of **32.9%**.

Thailand's **high ASEAN ranking** reinforces the credibility of female leadership and signals a stronger executive pipeline, supporting more **balanced and competitive organisations**.

### Percentage of Women in Senior Management 2026

(ASEAN & Asia)



Source: Grant Thornton Women In Business 2026



# Women In Leadership Worldwide: The 2026 Figures

## Global Progress in Women's Leadership

Globally, women now hold **32.9% of senior management positions**, according to the Women in Business 2026 report. While this represents a **slight decline of 1.1 percentage points from the previous year**, the long-term trend reflects significant progress. When the research first began more than two decades ago, women held just **19.4% of senior leadership roles**, meaning representation has **increased by 13.4 percentage points over the past 22 years**. Although progress has not always been linear, the broader trajectory highlights steady improvement in women's participation at the leadership level.

## Representation at the Highest Levels

Encouragingly, representation at the very top of organisations continues to grow. Women now hold **23.8% of global CEO positions, an increase of 2.1 percentage points**, demonstrating that more women are reaching the most influential leadership roles. Across the C-suite, women also hold a significant share of positions such as **Chief Financial Officer (39%)** and **Chief Marketing Officer (29.7%)**, reinforcing the growing visibility of female leadership across key strategic functions.



## Regional Leadership Trends

Progress in women's leadership varies across regions. **South America leads globally with 37.2% of senior roles held by women**, followed closely by **North America at 37.0%**. Meanwhile, **Asia-Pacific reports 32.9%** and **Africa 31.9%**, highlighting that while global representation is improving, the pace of progress differs across regions.

## Continued Commitment to Gender Equality

Despite shifting global conversations around diversity, many businesses remain committed to advancing gender equality. **92.7% of mid-market firms have DE&I initiatives in place**, and **75.8% continue to prioritise gender equality**, with many organisations planning further initiatives to strengthen **inclusive leadership**.

Source: Grant Thornton's Women in Business 2026 report

# Grant Thornton Thailand: Women in Leadership Statistics

## Driving Inclusive Representation

Gender diversity continues to play an important role in fostering an inclusive workplace. The firm currently has a **gender ratio of 45 female employees to 29 male employees**, reflecting balanced opportunities across genders. This representation supports a collaborative environment where **diverse perspectives contribute to stronger organisational outcomes**.

## Advancing Female Leadership Across the Firm

This commitment is particularly visible at the **leadership level**. As of **September 2025**, **women represent 55% of leadership positions**, surpassing male representation at senior levels.

The strong presence of women in leadership has enhanced **decision-making and team collaboration**, while increasing representation across the organisation. It also reflects the firm's continued investment in **gender equity and the empowerment of women leaders**.



## Industry Trends and Business Impact

These internal developments align with broader global trends highlighted in the Women in Business 2026 report. **92.7% of mid-market firms maintain DE&I initiatives**, while **75.8% remain committed to gender equality**, with 36.8% planning new measures.

Gender balance is also gaining importance among external stakeholders. **26.5% of companies report that potential investors ask about gender balance in senior leadership**, while **23% of potential hires now raise this question** when considering roles. The business case is also clear: among companies advancing gender equality initiatives, **73% reported revenue growth of more than 5%**, reinforcing the link between inclusive leadership and strong business performance.

These trends highlight how gender-balanced leadership is becoming both a talent and business priority.

Source: 2025 Go Beyond Award Category



## Meet Our Female Leaders

Introducing the professional backgrounds of our female leaders

### Ratna Wright

Partner, Business Consulting

Ratna brings over 20 years of experience in human capital development, management and business transformation, working with clients across a range of industries. She has supported SMEs, multinational corporations and Thai-owned companies through leadership development, business strategy and HR transformation initiatives. Known for her collaborative and people-focused approach, Ratna plays a key role in supporting organisational growth. Within the firm, she is also a strong example of female leadership, inspiring teams and making a significant contribution to developing future leaders.



### Kesanee Srathongphool

Partner, Audit

Kesanee has over 20 years of experience delivering assurance services to a wide range of audit clients across sectors, including manufacturing and distribution, trading and retail, freight forwarding and finance and securities. She has worked closely with large multinational corporations and listed companies and has also supported several organisations through the initial public offering (IPO) process. Committed to sharing her expertise, she also contributes as a guest lecturer on data analytics at universities and as a trainer within the firm, making her a valued leader and role model.

# Tikomporn Kuanpoonpol

## Director, Tax & Legal

Tikomporn is a Director in Tax Compliance and Business Process Outsourcing services, with more than 10 years of professional experience. She specialises in corporate tax compliance and supports clients in managing outsourced accounting and payroll functions. With extensive experience in tax review and advisory, she assists organisations in strengthening their compliance processes, managing tax risks and navigating complex tax requirements under the Thai Revenue Code. She is known for her practical approach and commitment to helping clients maintain efficient and compliant business operations.



# Wonvisa Anantamongkol

## Director, Business Risks Services

Wonvisa brings extensive experience in internal audits, risk management and governance, particularly within the telecom and retail sectors. She has led the development of internal audit methodologies aligned with IIA standards, including designing risk-based audit plans, integrating data analytics to strengthen audit capabilities, and reporting to audit committees. In her consulting work, she has also supported business improvement initiatives, including introducing new budgeting frameworks and leading training workshops for branch managers. Through her work, Wonvisa helps organisations strengthen governance, financial management and risk oversight.



# Neetika Mutreja

## Director, Restructuring & Reorganisation

Neetika specialises in event-driven restructuring and turnaround strategies, advising organisations during periods of financial stress, transactions or strategic change. She works closely with stakeholders and legal advisers to design and implement solutions that preserve and maximise value, while navigating complex negotiations to achieve consensus among diverse parties. With strong expertise in restructuring under Thai Bankruptcy Law, M&A transactions, corporate reorganisations and cross-border investments, Neetika brings both legal and commercial insight to strategic advisory engagements, helping clients manage complex situations and deliver sustainable outcomes.





## Insights from Our Female Leaders

To mark International Women's Day, we asked several of our female leaders to share their perspectives on leadership, growth, and supporting the next generation of women in business. Their reflections highlight the value of visibility, mentorship, and diverse leadership styles in shaping stronger organisations.

### How has female representation in senior leadership evolved in our industry over the past decade?

**Ratna** notes that while more women are entering professional services and progressing into leadership roles, true progress goes beyond representation. Meaningful change happens when women influence strategy and shape the business's direction. **Kesanee** points to the growing number of women within the audit profession, supported by a strong pipeline of female talent. **Tikomporn** adds that organisations are increasingly recognising the value of diverse perspectives in decision-making, creating more opportunities for women to lead. While women are more visible in leadership today, **Wonvisa** emphasises that continued efforts are needed to develop the next generation of female leaders. **Neetika** further highlights that the next stage of progress must extend beyond organisations to achieve true parity across the wider business ecosystem.



### How can women better support one another while navigating competitive environments?

**Ratna** emphasises that support should be deliberate, highlighting the importance of advocacy and sponsorship, particularly speaking up for others' potential in decision-making spaces. **Wonvisa** similarly highlights the value of mentorship and strong networks in empowering women to grow and succeed together. **Kesanee** adds that building trust through shared experiences is equally important, while **Tikomporn** points to fostering encouragement rather than comparison in the workplace. **Neetika** further stresses the importance of sharing practical knowledge to help women navigate career progression.

Together, these perspectives highlight how collective support can accelerate progress for women in leadership.



## What assumptions about women in leadership would you most like to challenge?

**Ratna** challenges the idea that leadership must fit a single mould, noting that effective leaders balance commercial discipline with emotional intelligence while building trust and strong relationships. **Neetika** similarly emphasises that leadership is not a monoculture, highlighting that executive presence should not be defined solely by the loudest voice in the room. **Tikomporn** adds that empathy, active listening and thoughtful decision-making are equally valuable leadership qualities. **Wonvisa** highlights the importance of collaboration and long-term thinking in guiding teams and organisations, while **Kesanee** stresses that empathy should be recognised as a strength rather than a weakness in modern leadership. Together, these perspectives reinforce the importance of embracing diverse leadership styles in today’s evolving workplace.

## What message would you give to young women entering the workforce today?

“Build your capability early and focus on developing strong skills, judgement and a reputation for quality work. Don’t wait until you feel completely ready to step forward, growth comes from taking opportunities, learning from challenges and surrounding yourself with people who push you to improve.”

**Ratna Wright**

Partner, Business Consulting

“Speak up, seek opportunities and support other women. Your career is not just a path you walk - it’s a path you help shape for those who follow.”

**Kesanee Srathongphool**

Partner, Audit

“Believe in your abilities and stay true to your values. Lead with integrity and courage, and remember that true leadership is about learning, uplifting others and doing what is right.”

**Tikomporn Kuanpoonpol**

Director, Tax & Legal

“Believe in your capability and keep learning. Don’t wait until you feel 100% ready - step forward, build your skills and be confident in your voice.”

**Wonvisa Anantamongkol**

Director, Business Risk Services

“Talent is only the starting point; make your work visible. Step forward, stay engaged, and seek out the rooms where opportunities are created.”

**Neetika Mutreja**

Director, Restructuring & Reorganisation



# The Next Chapter for Women in Business

Driving inclusive leadership and sustained progress across Thailand's business landscape

International Women's Day provides an opportunity to reflect on the [progress made in advancing women in business](#) and to reaffirm the commitment required to sustain this momentum. Across Thailand, the growing presence of women in leadership reflects a broader shift toward [more inclusive and forward-looking organisations](#). However, meaningful progress extends beyond representation; it also depends on ensuring that women are [actively shaping strategy, influencing decisions and contributing to long-term business success](#).

Looking ahead, organisations play a critical role in strengthening this progress. At [Grant Thornton Thailand](#), we support clients in making their impact visible through initiatives such as [pay equity diagnostics, inclusive recruitment practices and leadership governance frameworks](#) that help strengthen diverse talent pipelines. For family businesses and mid-market organisations, thoughtful [succession planning](#) can also create opportunities for the next generation of women leaders while maintaining business continuity.

For Thai business leaders, continued progress requires [clear and sustained action](#). Linking gender-balanced leadership to [business performance](#) can accelerate progress, while elevating [diverse perspectives in leadership discussions](#) helps organisations avoid blind spots and make more informed decisions. Transparency is equally important. Communicating [goals and measurable progress](#) strengthens accountability while also helping organisations attract talent and build confidence among investors and stakeholders.

By continuing to foster [inclusive workplaces](#), invest in [leadership development](#) and support the [advancement of women across industries](#), businesses in Thailand can ensure that the progress achieved today translates into [lasting impact for the future](#).

## About Grant Thornton in Thailand

Grant Thornton in Thailand is one of the world's leading organisations of independent assurance, tax and advisory firms. Established in 1991, Grant Thornton combines global reach with deep local market expertise to support clients across diverse industries and capture growth opportunities.

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