WALAILAK UNIVERSITY

SDG REPORT 2025-2026



Times Higher Education Sustainability Impact Ratings 2026

SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH



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4. PROMOTING MANDATORY WORK PLACEMENTS THROUGH COOPERATIVE

8 DECENT WORK AND ECONOMIC GROWTH

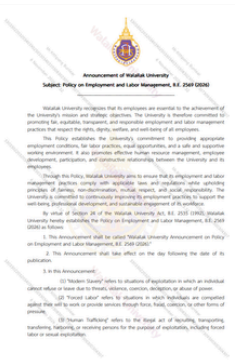
SDG 8 : DECENT WORK AND ECONOMIC GROWTH

COMMITMENT TO FAIR EMPLOYMENT FOR BUILDING AN EQUITABLE WORKPLACE



Employment practices can significantly affect employees' dignity, equality, security, and opportunities for professional development. Diagnosing and identifying potential risks and inequalities in employment practices is therefore important to prevent discrimination, unequal treatment, forced labour, human trafficking, child labour, and unfair employment conditions that can create unsafe and inequitable workplaces and undermine employees' rights. Recognizing these challenges, Walailak University (WU) has established policies and employment practices to promote non-discrimination, equal employment opportunities, ethical labour standards, workers' rights, fair remuneration, pay equity, and equitable treatment.





WU is committed to fostering an equitable, diverse, inclusive, and respectful workplace where all employees are treated with dignity and fairness. This commitment is reflected in *the Policy on Employment and Labor Management, B.E. 2569 (2026).* The policy provides an institutional framework for fair employment, equal opportunities, gender equality, non-discrimination, anti-harassment, employee protection, and respectful workplace practices.

Preventing Discrimination and Promoting Equal Employment Opportunities

WU prohibits discrimination and unequal treatment in the workplace. Employees should not experience discrimination based on gender, ethnicity, nationality, religion, age, disability, sexual orientation, gender identity, or other personal characteristics. These principles apply throughout the employment cycle, including recruitment, appointment, remuneration, promotion, career advancement, professional development, training, performance evaluation, and other employment-related decisions.



WU recognizes that workforce diversity contributes to institutional excellence, innovation, and sustainable development. In 2025, women represented 64% of all University staff, while men represented 36%. The University also employed 61 international staff



members, of whom 72% were women, demonstrating the participation of employees from different national and cultural backgrounds.

Staff members are able to express their gender identity through appropriate attire, including during official ceremonies and formal University activities, in accordance with institutional policies on equality, dignity, inclusion, and non-discrimination.

Located in Tha Sala District, an area with a significant Muslim population, WU recognizes the importance of accommodating different religious beliefs and practices. In 2025, Muslim employees represented 14% of the University's workforce. Staff members are free to practise their religion, observe religious customs, and express their beliefs without discrimination or prejudice.



Protecting Employees from Forced Labour, Modern Slavery, Human Trafficking, and Child Labour

WU maintains a strong commitment to ethical employment and the protection of human and labour rights. The University does not engage in child labour, forced labour, modern slavery, or human trafficking, and its employment practices are conducted in accordance with applicable labour laws and regulations. WU employs workers through lawful and ethical employment practices and does not tolerate employment arrangements involving coercion, exploitation, forced work, human trafficking, or child labour.

Ensuring Fair and Equivalent Treatment of Outsourced Workers

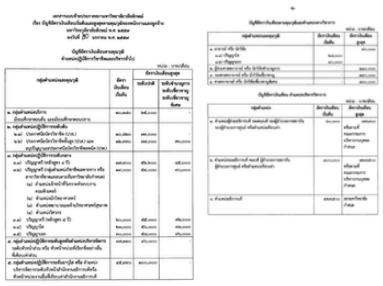
WU recognizes that responsible employment practices should extend to workers engaged through outsourcing, contracting, procurement, and third-party service arrangements. The University therefore promotes fair and ethical treatment of outsourced personnel and requires external service providers and contractors to comply with applicable labour standards and regulations. This includes respect for workers' rights, lawful employment, fair working conditions, non-discrimination, protection from forced labour and human trafficking, prohibition of child labour, and ethical employment practices.

The University also promotes fairness, transparency, accountability, and equal opportunity through competitive procurement and vendor selection processes. Qualified vendors and contractors are given opportunities to participate in procurement processes, while proposals are evaluated according to established and transparent criteria.

Promoting Pay Equity and Fair Remuneration

WU is committed to equal pay for equal work and equitable remuneration. Compensation is determined according to relevant factors such as educational qualifications, employment category, responsibilities, and professional experience, rather than gender or other personal characteristics.

The *Walailak University Council Announcement on the Starting and Maximum Salary for Walailak University Employees and Contract Staff, B.E. 2557 (2014)* establishes standardized salary scales for university employees and contract staff. By using defined salary structures and employment categories, the University provides a consistent framework for determining remuneration and supporting pay equity, transparency, fairness, and equal employment treatment.

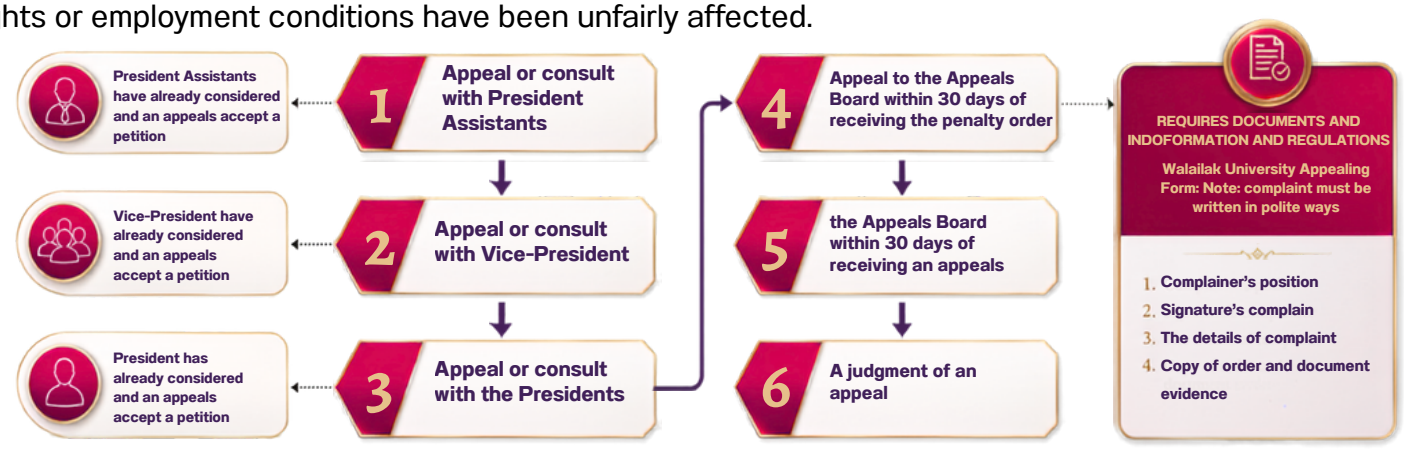


Through its policies, employment practices, procurement processes, measures, and grievance mechanisms, Walailak University demonstrates its commitment to ending workplace discrimination, preventing modern slavery and exploitative labour, prohibiting child labour and human trafficking, protecting the rights of outsourced workers, and promoting pay equity. WU continues to build a workplace based on equality, dignity, fairness, diversity, inclusion, ethical employment, decent work, and respect for human rights, enabling all employees and workers involved in University operations.

EMPLOYEE RIGHTS PROTECTION AND APPEAL PROCESS

WU recognizes that employees may encounter workplace situations in which their rights, employment conditions, or remuneration are affected by decisions or practices they consider unfair, discriminatory, or inconsistent with university regulations. Without a clear and accessible mechanism for employees to raise concerns, diagnose underlying workplace issues, and appeal decisions, such issues may remain unresolved and can undermine fairness, transparency, employee well-being, and trust in the workplace.

To ensure that employees have access to a fair and transparent process, WU issued the WU Regulations on Appeals, Complaints, and Consideration of Appeals and Complaints B.E. 2569 (2026). The regulations establish procedures for employee appeals, complaints, grievance handling, and the consideration of appeals and complaints, helping staff members seek a review when they believe that their rights or employment conditions have been unfairly affected.



Grounds for Appeal

WU staff members may submit an appeal when they believe that they have been treated unfairly or that their employee rights or employment practices have been adversely affected. Grounds for appeal may include gender, religion, age, refugee status, or political views, as well as situations in which an employee is unfairly denied work assignments or subjected to unreasonable delays or dilatory practices by supervisors.

Initial Practice and Consultation

Before submitting a formal appeal, a staff member is encouraged to discuss the matter with an appropriate higher-level supervisor. This may include an Assistant to the President, Vice-President, or President.

Duration of Appeal

A staff member must submit an appeal within 30 days of becoming aware of the circumstances or grounds giving rise to the appeal. This defined timeframe helps ensure that employee complaints and appeals are considered promptly and systematically.

Requirements of an Appeal or Complaint

An appeal or complaint must clearly describe the situation, decision, or employment practice that the staff member considers unfair or incorrect and explain the reasons why the decision or practice is considered unjust. Staff members may also express their intention to make an oral declaration before the Appeals Committee/Appeals Board, where applicable under the university regulations.

Appeal Process

The staff member may first consult or appeal to an Assistant to the President, followed by a Vice-President and, where necessary, the President. If the matter remains unresolved or the employee is entitled to further review under the regulations, the employee may submit an appeal to the Appeals Board within the specified 30-day period.

The Appeals Board reviews the appeal based on the relevant documents, information, evidence, and university regulations before reaching a decision. A staff member also has the right to object to or challenge a decision of the Appeals Board in accordance with the applicable WU regulations.

Through this formal employment practice appeal process, WU provides employees with an accessible mechanism and appropriate measures to protect their employment rights, employment conditions, and pay and to raise concerns regarding unfair or discriminatory treatment. The process strengthens fairness, transparency, accountability, non-discrimination, due process, grievance resolution, and employee protection within the University workplace. By providing multiple levels of review and a formal Appeals Board, WU demonstrates its commitment to ensuring that employment-related concerns can be addressed through a structured, impartial, and transparent process.

EXPANDING WORK PLACEMENT OPPORTUNITIES THROUGH COLLABORATION



Transitioning from university to the world of work can be challenging for students, particularly when academic knowledge is not accompanied by sufficient opportunities to gain practical experience in professional environments. A diagnostic assessment of students' preparation for employment can help identify gaps in workplace skills, understanding of organizational

practices, adaptation to professional expectations, and the ability to connect academic learning with labour-market demands. Recognizing the importance of experiential learning and career preparation, WU continues to strengthen collaboration with external organizations to expand work placement opportunities and integrate real-world professional experience into students' education.

WU has strengthened its network of external organizations through Memoranda of Understanding (MOUs) with public and private-sector partners, creating opportunities for students to gain practical experience outside the university. These collaborations support work-integrated learning (WIL), Cooperative and Work Integrated Education (CWIE), professional practice, workplace training, and other forms of experiential education that connect academic learning with professional environments.





In 2025, WU launched a Work Integrated Learning (WIL) project for students in Tourism and Hospitality Management in collaboration with 19 public and private organizations in Krabi Province. The initiative provides students with opportunities to learn and work in real professional environments, enabling them to apply classroom knowledge to practical situations and develop job-ready skills. Participating partners include Krabi City Municipality, the Krabi Hotel Association, the Tourism Authority of Thailand's Krabi Office, and 17 leading hotel operators. The collaboration reflects a strong university-industry partnership enhancing students' employability, professional competencies, and career readiness.





WU is also expanding professional practice opportunities for students preparing to become teachers. Through an MOU with the Nakhon Si Thammarat Secondary Educational Service Area Office and 71 schools, together with Nakhon Si Thammarat City Municipality, Hat Yai City Municipality, and Muslim Santitham Foundation School, WU established a network of 75 partner organizations to support academic cooperation and professional training.

WU is further strengthening international opportunities for professional and academic development through its cooperation with Can Tho University's School of Education (CTU SoE) in Vietnam. The five-year collaboration promotes teaching and learning, research, and student and staff exchange.

In addition, WU has established cooperation with Nantawan Co., Ltd. and Thai Obayashi Training Center to strengthen academic, research, and teaching collaboration in construction and occupational safety. The partnership focuses on developing curricula that equip students with knowledge, skills, and competencies aligned with national workforce needs and industry requirements.

Through the continued expansion of mandatory work placement and work-integrated learning opportunities, WU seeks to improve students' employability, career readiness, and transition from education to employment. As part of these measures, WU will continue developing partnerships with external organizations and expanding placement opportunities across academic disciplines, ensuring that students have meaningful opportunities to apply their knowledge, develop professional skills, experience real workplace environments, and prepare for decent and productive employment after graduation.

PROMOTING MANDATORY WORK PLACEMENTS THROUGH COOPERATIVE



Entering the world of work can be challenging for university students because academic knowledge alone may not fully prepare them for the practical demands of professional employment. Students may have limited opportunities to develop workplace skills, professional competencies, communication skills, teamwork, problem-solving abilities, and career readiness before graduation.

By diagnosing these challenges and identifying the gap between academic preparation and the practical requirements of the labor market, WU has established structured and mandatory work placements as an important component of its educational approach.

WU supports student work placements through the Center for Cooperative Education and Career Development, a dedicated organization responsible for promoting cooperative education, career development, and authentic workplace learning. The center aims to develop academic programs and educational planning in response to the workforce needs of society and the nation, while providing students with opportunities to develop their knowledge, practical skills, professional competence, and career readiness through authentic working experiences. It also supports students' self-realization, professional development, employability, and career preparation, helping them prepare for successful transitions from university to employment.

Work placements at WU provide students with opportunities to apply academic knowledge in real-world professional environments outside the university. The placement period is eight months, allowing students sufficient time to become familiar with workplace responsibilities, organizational practices, professional



communication, teamwork, problem-solving, and industry-specific requirements. WU facilitates both domestic and international work placements, enabling students to gain practical experience across different organizational, professional, and cultural contexts.

In 2025, 3,201 WU students participated in work placements, including placements with organizations in both domestic and international settings. Through these placements, students gained opportunities to experience authentic working environments and apply knowledge and skills acquired through their academic programs. The large number of participating students demonstrates WU's commitment to providing structured opportunities for experiential learning, workplace learning, professional skills development, career preparation, and graduate employability.

WU also strengthened its engagement with employers and external organizations through WU Coop Day 2025 and WU Coop Job Fair 2025, which were held on the same day and at the same location. The events brought together WU students and partner organizations and provided opportunities for students to explore available positions, learn about career opportunities, and interact directly with potential employers. Numerous organizations established booths at the events to introduce their work-placement and employment opportunities. WU also presented awards to outstanding organizations that supported student work placements, recognizing the important role of external partners in providing meaningful cooperative education, workplace learning, career opportunities, and professional development.



Through these initiatives, WU has strengthened its university-employer partnerships, industry engagement, career development, experiential learning, and workforce preparation. The university's commitment to providing students with practical workplace experience was further recognized in 2025, when WU received a national-level Cooperative and Work-Integrated Education (CWIE) award as an excellent university for student work-placement mobilization. This recognition demonstrates WU's efforts to integrate cooperative education and work-integrated learning into its educational approach and to build effective partnerships with external organizations for student professional development.

Through the center's mobolization, mandatory workplacements, extended eight-month workplace experiences, domestic and international opportunities, employer partnerships, and career-oriented events, WU demonstrates its commitment and measures to prepare students for the world of work. These measures and initiatives contribute to career readiness, employability, experiential learning, workplace learning, skills development, university-employer partnerships, workforce development, and successful graduate transitions into employment, while ensuring students can complement their academic knowledge with meaningful practical experience before entering the labor market. The statistics showed that, in 2025, 81% of graduates were employed, while 3.1% continued their studies.