

STEPS

An Inclusive Community

2024 IMPACT REPORT

Certified



Valuable
500



www.stepscommunity.com



Steps Community




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To empower employers and educators to realise and embrace the potential of neurodivergent people

– as students, employees, customers and as part of their community, so that together we can create a more inclusive world.





Read more about our growth in
our interview with *The Cloud* (TH)



Dear Partners,

2024 was a year of change for Steps. Not only did we reach more people (355,358) but we also scaled by delivering regional work and starting to measure our systemic impact. With departments representing education, programmes, research, social business, inclusion consultancy, and advocacy - we bring our shared expertise together to replicate our research based innovations for neuroinclusion.

More companies in this region are starting to hire inclusively, typically with physical and hearing disabilities. This opens the door for conversations on neurodiversity, though unfortunately doesn't address the skills gap which often exists due to limited access to education. This is where we work to bring all stakeholders together through our research centre to design solutions that benefit everyone.

If you want to be part of our journey, join us as we go on the road throughout 2025 to continue collecting data and stories which create sustainable solutions and drive real systemic change.

Max Simpson, Founder/CEO

Yim Minchainant, Founder/Head of Education

Our Work

in Inclusion, Education, & Employment

Over 2.2 million people in Thailand are registered as having disabilities. Almost **9%** are neurodivergent, and another **5%** live with more than one disability classified by the government. (Department for People with Disabilities, December 2024).

The rate of documented disability in Thailand is about **3.3%** of Thailand's population, far below the global average of **15%** (World Bank, 2021).

The number of people with disabilities and people who are neurodivergent is undercounted, leading to inadequate funding and support.



Steps raises awareness of neurodiversity, inclusion, and data-driven best practices through our research centre.

In Thailand, **64%** of children with disabilities attained primary-level education. Just **10.8%** of youth with disabilities attained secondary-level of education. Only **2.3%** of people with disabilities attained higher education.

A pervasive education gap exists for people with disabilities in Thailand, hindering access to employment and human development.



Steps offers vocational training programmes for people who are neurodivergent and innovates in inclusive education.

More than **814,000** of registered people with disabilities are labour age, between 15 - 60. Of this group, **554,906 people** want to work but are currently unemployed. (Department for People with Disabilities, September 2023).

Underreporting of lived experiences and the education gap lead to high unemployment, or underemployment, for people with disabilities, holding back development, productivity, and innovation for individuals and the wider economy.



Steps runs successful social businesses to model inclusive employment practices and offers inclusion consultancy services.



Impact Framework

We are in business to promote inclusive workplaces.*



*Steps is set up as a social enterprise. This allows the organisation to leverage different sources of funding (revenues and grants) to maximise its impact.

Direct Impact



1. Work with individuals

People who are neurodivergent, and their families, are supported and ready for employment.

2. Work with schools

Schools and universities become more inclusive for all stakeholders.

3. Work with employers

Organisational culture becomes more inclusive as practices, policies, and mindsets are adapted.

Systemic Impact



1. Research

Establish and advance knowledge on inclusive practices in order to develop the regional business case for disability inclusion.

2. Awareness

Steps events, campaigns, and media engage key stakeholders, fostering awareness and creating advocates and allies.

3. Advocacy

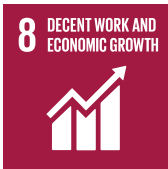
Our work with government and multi-lateral international agencies accelerates our path to policy change.

Impact Framework

Steps aligns its strategic projects to create impact according to four of the United Nations Sustainable Development Goals.



Ensure **Inclusive** and **equitable quality education** and promote **lifelong learning** opportunities for all.



Promote **sustained, inclusive and sustainable economic growth**, full and productive employment and decent work for all.



Ensure **healthy lives and promote well-being for all at all ages**.



Reduce inequality within and among countries.

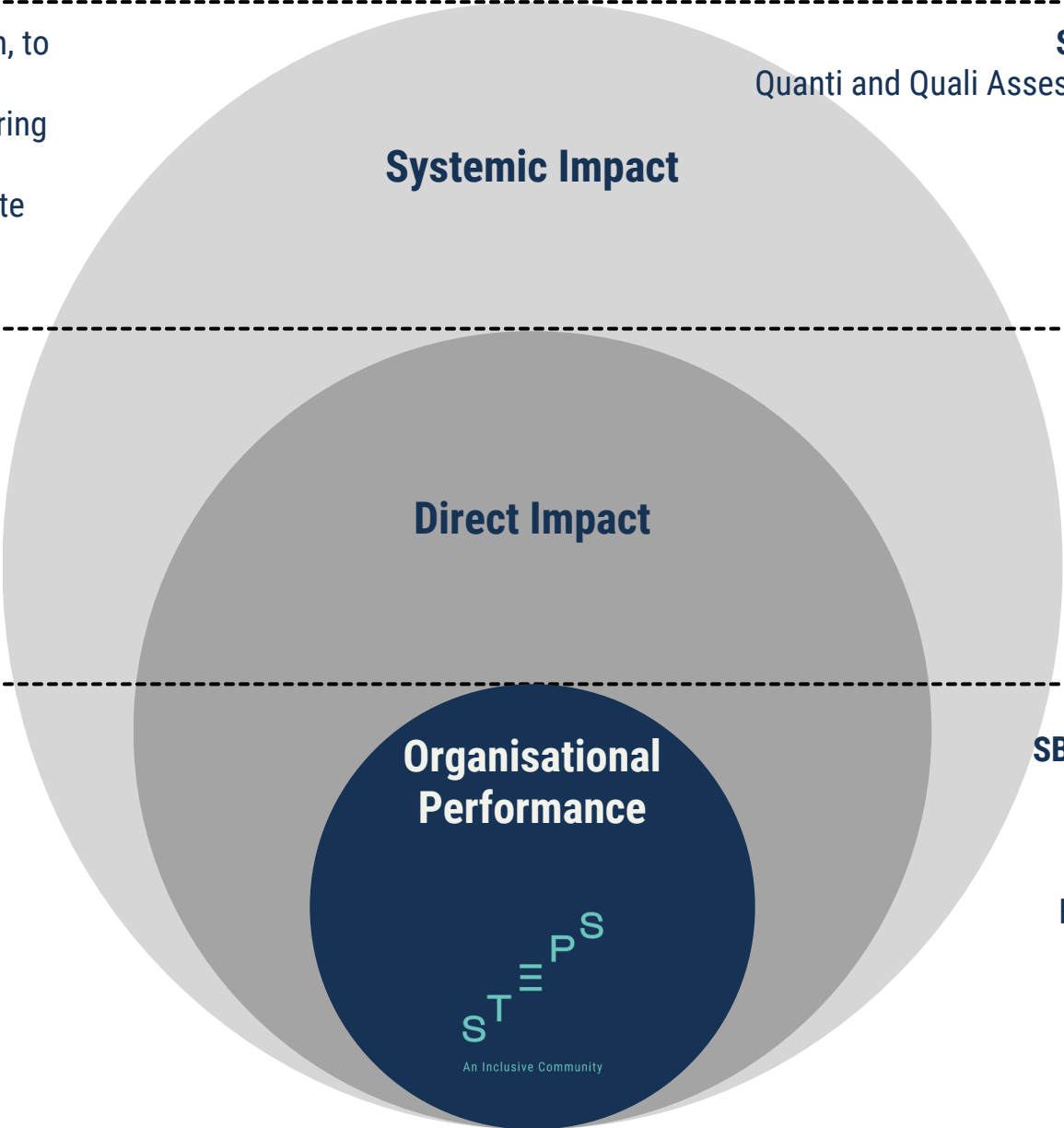
What impact we aim to achieve

How we track it

We aim to foster innovation, to codify good practices and advance awareness, delivering positive systemic impact across the public and private sectors.

We aim to deliver services that have a direct, measurable impact on neurodivergent people and those who support them.

We aim to run Steps professionally and according to our core values.



Systemic Impact Indicators
Quanti and Quali Assessment of Systemic Impact:

Reach KPIs
Engagement KPIs
Innovation / Uptake KPIs
** We track high-level impact across our ecosystem.*

Direct Impact Indicators

Beneficiaries KPIs
Activities KPIs
Outcomes KPIs
Qualitative Evidence
** We monitor the direct impact of our programs.*

SB Organisation - Indicators:

Human Resources KPIs
Financial Resources KPIs
B Corp Certification Criteria

** We track our own performance, actions and adherence to our core values.*

Direct Impact

Work with Individuals

People who are neurodivergent, and their families, are supported and are ready for employment.

Steps provides employment training and pathways to neurodivergent individuals.

Steps builds relationships with families and supports their role in preparing for employment.

The wider family unit and friends have a better understanding of the parents journey.

Steps produces toolkits and delivers training for parents.

98%

of trainee grads on the employment pathway found sustainable employment

87%

of Steps trainees feel like they can be themselves while learning and working

41

trainees in 2024

218,783

hours of training in work skills, life skills, work simulation, functional skills, work experience and summer programmes

3,325

trainee workplace experience hours in Steps social businesses

8,085

paid internship hours completed in Steps social businesses or externally

12,355

total work hours by trainees, interns, and employees in the Business Service Center

Direct Impact

Individuals

Pai is in Year 11 as a Dual Learner in Steps' collaborative training programme at **St. Andrews International School, Sukhumvit 107**. The Dual Learner programme gives students the flexibility to meet their needs and goals by taking a combination of international school courses, ASDAN courses, work experience, and advanced courses in areas of interest. According to 16 year old Pai, 'Studying in different classes and places is more fun. I like learning with other people, and I enjoy working in teams.'

Pai's work experience sessions include the coffee shop, the library, and the playgroup. She says that she uses different skills in each setting, such as organising the classroom, using creativity to make things for kids, like playdough and bouncy balls, and practising money skills when working as a cashier.

When asked about how she will advocate for her needs in learning or working environments in the future, Pai says 'I would like people to support me by checking in with me, helping me check if I am doing the work correctly, and giving me feedback in a kind way.'



'I am not sure yet what I want to be in the future, but **work experience** helps me **discover** what I like and what I do not.'

Pai, Year 11

Direct Impact

Individuals

Sayan has completed training programmes and external internships with Steps. He is currently working in a paid internship at **Theera Healthy Bake Room**, one of Steps' successful social businesses. During his internship at Theera, Sayan has demonstrated clear progress, confidently taking orders, carefully checking details, and consistently inquiring about allergies.

Customers appreciated his attentive service, and he handled complex situations with maturity by consulting his supervisor and providing prompt follow-ups. What's next for Sayan? 'I'm getting ready, I'm definitely getting ready to work outside. I'm very happy here, and I love talking with the customers. I like working with customers everywhere.'



'I like customer service. I love talking with the customers.'

Sayan

Direct Impact

Individuals

Blessing is an intern at Steps' **Business Service Centre (BSC)**, where she worked on an outsourced geo mapping project for a client in the natural power industry. Geo mapping involves visualising and analysing data on a map using Geographic Information Systems (GIS). This process involves identify spatial patterns and relationships by plotting data points. The BSC team and their job coaches learned how to use new apps and internal accounts to manage the data, successfully completing the project in three months.

'I draw lines and do mapping using the data on **computer.**'

Blessing



Direct Impact

Individuals

Caregivers of neurodivergent individuals and people with disabilities face emotional and financial challenges. Steps has found that as families navigate gaps in education and employment, caregivers face higher rates of clinical depression than the general population, especially if they are from lower-income households (Steps, 2024).

Supported by the BKIND Foundation and Irish Aid, Steps developed workshops and a toolkit for caregivers to support independence at home and readiness for employment. After piloting the toolkit with local community caregiver groups, the toolkit was officially launched at a special Neurodiversity at Work Research Centre event along with Steps' white paper, **Empowering Caregivers**.

Community leader and Steps trainee parent, Khun Rose, opened the event for 45 caregivers and educators. Khun Rose founded The Rainbow Room, a community resource group focused on supporting families with school-age children who are neurodivergent. Her daughter is a summer programme trainee and intern at Steps. She emphasises the importance of parents connecting and supporting each other as they become advocates for inclusion and partners in successful education and employment for their children, saying the most important thing is to say 'I believe in you.'



Scan or [click](#) to watch the **Empowering Caregivers** video



'Her internship at Steps has helped her to **try new things**. The most rewarding part is just seeing her **genuinely happy**.'

Khun Rose

Parent and Founder of The Rainbow Room

Direct Impact

Work with Schools

Schools and universities become more inclusive for all stakeholders.

Steps offers consultancy for school leaders on inclusive pathways.

Steps offers consultancy for higher and alternative education settings on inclusive practice.

Steps change management approach impacts the wider school/education setting/community.

1st

Centre in Thailand to offer Thailand Professional Qualifications Institute (TPQI) approved qualifications for neurodivergent individuals

4,330

students enrolled in schools expanding inclusive pathways with Steps

3

school partners in 2024

31

learners enrolled in programmes collaborating directly with Steps

43

school-level stakeholders engaged in research and innovative practice

110

school counsellors, leaders, educators, and job coaches trained at conferences in South East Asia

Direct Impact

Work with Schools



St. Andrews
International School
Sukhumvit 107



Steps collaborates with **St. Andrews International School Sukhumvit 107** to support the most inclusive, personalised school community in Bangkok. **Dual Learners** learn in both S107 classes and the onsite Steps vocational training centre, supported by certified educators and highly qualified job coaches.

Learners have the opportunity to join **mainstream classes, ASDAN, iGCSE, BTEC, and IB** classes. Class placement is unique and appropriate for each learner's future goals in education or employment. One learner who graduated from Year 13 in 2024 benefitted from a combination of classes including IB maths, IGCSE English as a Second Language, life skills and work skills in the Steps training centre, ASDAN business courses, and internships within school departments as she prepared for post-secondary studies.

Learners gain work experience in a setting that suits their interests and talents. Work experience rotas and in-school internships have included the Steps coffee shop, library, physical education department, playgroup, and marketing department.

Direct Impact

Work with Employers

Organisational culture becomes more inclusive as practices, policies, and mindsets are adapted.

Leaders, human resources departments, and department heads access training alongside co-creating inclusion tools.

All employees become more knowledgeable and aware about neurodiversity.

We measure increases in confidence or knowledge.

We measure increases in ability to make accommodations.

100%

Number of teams and departments who successfully implement accommodations after working with our Inclusive Employment team

12

inclusion partners and consultancy clients to date

6

employers worked with Steps' Inclusive Employment team in 2024

84

Managers and human resource leads trained and supported directly in 2024

21,647

employees benefitting from inclusive practices, policies, and mindsets across the 6 active partnerships

6

new introduction to diversity, equity, and inclusion workshops developed to meet demand



71%

Employees who report a more profound understanding of neurodiversity after Steps training

+50%

Increase in HR team's outlook that everyone deserves a chance to work



+20%

Increase in confidence to support employees with disabilities or neurodivergence during onboarding

90%

of managers were confident to implement workplace accommodations after training and support



Systemic Impact Research

Steps establishes and advances knowledge on inclusive practices in order to develop the regional business case for disability inclusion.

Steps reports the number of research publications produced by the Neurodiversity at Work Research Centre.

Steps reports the number of research dissemination events.

Steps tracks the number of surveys or tools implemented.

Steps at Sasin
RETHINKING INCLUSION

NWRC

neuro**DIVERSITY** at work research centre

1st

white label partnership with Assistiv to develop workplace technology

4

major publications in 2024, including three white papers and one journal article

8

research events, supported by 11 thought partner organisations

6,273

Survey and assessment responses collected and analysed

682 roles

hiring capacity created by applying our research in employment



Introduction to NWRC

January 2024



Inclusive Workplaces, Thriving Businesses

February 2024

Conversation with IKEA, Café Amazon for Chance, and IHG on Disability Inclusion Research and Business Practice

March 2024



NWRC x Joint Foreign Chambers of Commerce

May 2024



Centring Caregivers in Supporting Inclusive Employment

May 2024



Bangkok Metropolitan Administration Focus Group

July 2024

Building Accessible Workplaces for All

September 2024



Assistive Technology

November 2024



Systemic Impact Awareness

Steps events, campaigns, and media engage stakeholders, fostering awareness and creating advocates and allies.

Steps reports on the number of events and campaigns.

Steps tracks the number of media mentions and engagements.

Steps estimates the total reach, online and offline, for the year's activities.

355,538

Combined reach of events, media, press, and Steps content

74

total events promoting awareness of neurodiversity and Steps' work

4,424

people who engaged with Steps teams at offline events

59

pieces of coverage published about Steps in 2024

230,000

estimated reach of external media

125,538

Total reach of Steps' online platforms

16

Countries represented among event attendees, visitors to Steps, and online audiences



4,424

total audience at offline events

+20

events where Steps interns and trainees gained valuable communication and social skills by facilitating pop-ups and trainings



Systemic Impact Advocacy

Steps works with government, non-governmental, and multilateral international agencies to accelerate policy change.

Steps reports on the number of regional events.

Steps tracks the number of key government and multilateral international organisation partnerships.

Steps tracks the number of key regional non-profit and UN agency partnerships.

2,018

People engaged at advocacy events

Key partnerships & memberships

- Bangkok Metropolitan Administration (BMA)
- Aspen Network of Development Entrepreneurs (ANDE)
- United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)
- WorldChefs
- International Disability Alliance (IDA)
- ASEAN Disability Council
- Australian Embassy, Thailand
- British Chamber of Commerce, Thailand
- American Chamber of Commerce, Thailand
- Joint Foreign Chambers of Commerce, Thailand
- Sasin School of Management
- Valuable 500
- B Corp
- Ministry of Education, Thailand
- Ministry of Education, Singapore
- Council for Inclusive Capitalism
- SENIA
- Rainbow Room



20

national, regional, or global
advocacy events in 2024

12

key government and multilateral
international organisation partnerships



8

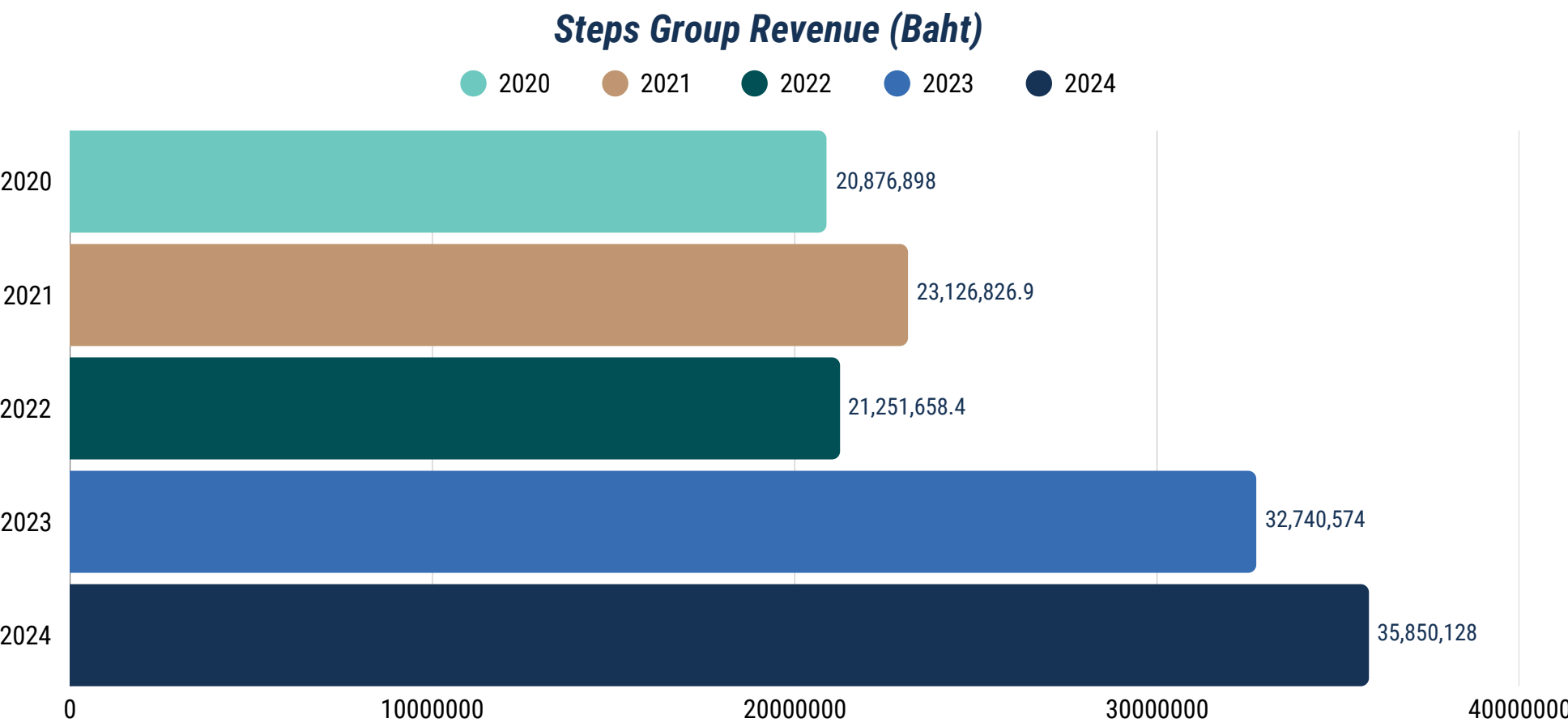
key regional United Nations and
non-profit partners

Organisational Performance

Steps Group Financial Report 2024

Revenues

Steps Group total revenues grew steadily from 32.7 million Baht in 2023 to 35.8 million Baht in 2024 as revenues from Social Enterprises, Inclusion Consulting and Donations grew, while revenues from Education Consulting declined slightly.



Excluding donations, Steps Group normal operating revenues from Educational and Inclusion Training and Social Enterprises increased 3% in 2024 to 25.4 million Baht from 24.8 million Baht in 2023, as our Social Enterprise revenues grew by a very satisfactory 9% helped by growing B2B sales, and our Inclusion Training for employers grew 21%, albeit from a low base.

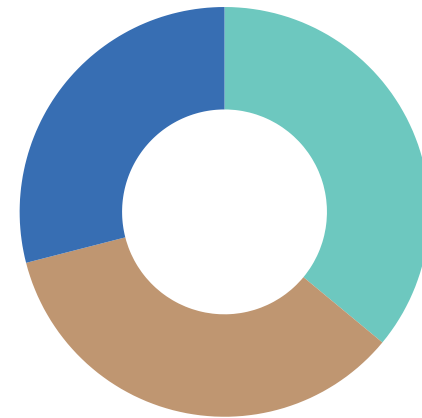
Organisational Performance

Financials

Our split of revenues was well-balanced in 2024, with 36% of revenues coming from Education and Inclusion Consulting and 35% from Social Enterprises. Donations accounted for 29% of total revenues in 2024, up from 24% in 2023 as the work of our Neurodiversity at Work Research Centre continues to grow, which is predominantly supported by donations. The financial sustainability of our Education and Inclusion Consulting and Social Enterprises is not dependent on donations.



Split of Operating Revenue

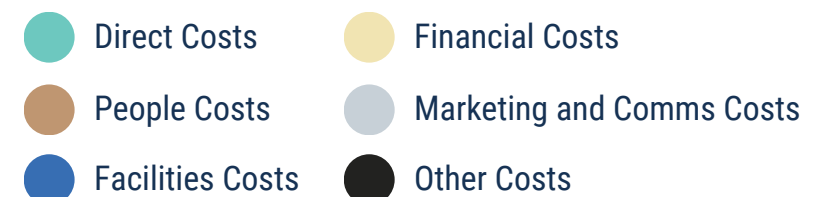


Expenses

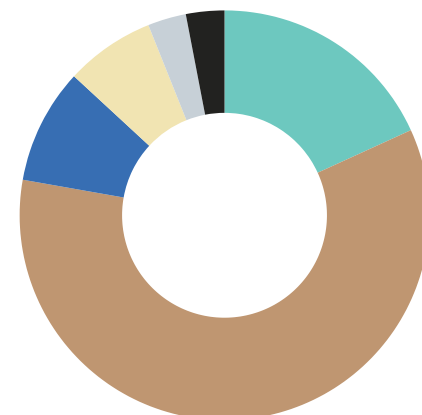
Our biggest operating cost continues to be our people, both in our consulting operations and in our coffee shops. Our people are our most important resource.

Facilities costs (rent and utilities for our branches and training centres) and the direct costs of our coffee shops and our research centre are also significant.

The split of our expenses by category has not changed significantly from previous years, although facility costs tend to become a slightly smaller proportion of expenses as we grow.



How we use our money



Organisational Performance

Overall B Impact Score

- 153.6 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary Businesses

Based on the B Impact assessment, Steps Consulting earned an overall score of 153.6. The median score for ordinary businesses who complete the assessment is currently **50.9**.



Governance 16.4

Governance evaluates a company's overall mission, engagement around its social/environmental impact, ethics, and transparency. This section also evaluates the ability of a company to protect their mission and formally consider stakeholders in decision making through their corporate structure (e.g. benefit corporation) or corporate governing documents.

Mission & Engagement	3.0
Ethics & Transparency	3.4
+ Mission Locked	10

What is this? A company with an Impact Business Model is intentionally designed to create a specific positive outcome for one of its stakeholders - such as workers, community, environment, or customers.

Environment 15.2

Environment evaluates a company's overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity. This includes the direct impact of a company's operations and, when applicable its supply chain and distribution channels. This section also recognises companies with environmentally innovative production processes and those that sell products or services that have a positive environmental impact. Some examples might include products and services that create renewable energy, reduce consumption or waste, conserve land or wildlife, provide less toxic alternatives to the market, or educate people about environmental problems.

Environmental Management	3.6
Air & Climate	0.3
Water	0.0
Land & Life	4.1

Workers 63.0

Workers evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognises business models designed to benefit workers, such as companies that are at least 40% owned by non-executive employees and those that have workforce development programs to support individuals with barriers to employment.

Financial Security	7.2
Health, Wellness, & Safety	5.2
Career Development	3.8
Engagement & Satisfaction	4.9
+Workforce Development	40.1

What is this? A company with an Impact Business Model is intentionally designed to create a specific positive outcome for one of its stakeholders - such as workers, community, environment, or customers.

Customers 34.3

Customers evaluates a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels. In addition, this section recognises products or services that are designed to address a particular social problem for or through its customers, such as health or educational products, arts & media products, serving underserved customers/clients, and services that improve the social impact of other businesses or organisations.

Customer Stewardship	3.0
+ Education	3.4
+ Serving in Need Populations	10

What is this? A company with an Impact Business Model is intentionally designed to create a specific positive outcome for one of its stakeholders - such as workers, community, environment, or customers.

Community 24.4

Community evaluates a company's engagement with and impact on the communities in which it operates, hires from, and sources from. Topics include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management. In addition, this section recognises business models that are designed to address specific community-oriented problems, such as poverty alleviation through fair trade sourcing or distribution via microenterprises, producer cooperative models, locally focused economic development, and formal charitable giving commitments.

Diversity, Equity, & Inclusion	5.4
Economic Impact	10.0
Civic Engagement & Giving	1.2
Supply Chain Management	3.8

- Steps is a Certified B Corp with the highest score in Thailand, demonstrating its commitment to social impact and sustainability through BCorp's standards covering Social Performance, Environmental Impact, Accountability and Transparency, and Governance.
- Our B Corp status highlights our commitments to balancing profit and purpose, and signifies that we are a well-governed organisation, committed to maintaining high standards in both business practices and social impact.
- The B Corp certification recognises Steps as a leader in ethical business practices, setting a strong example for others while driving meaningful change through our initiatives.
- More info at <https://www.bcorporation.net/en-us/find-a-b-corp/company/steps-consulting/>

Organisational Performance

Human Resources



In 2024, Steps celebrated eight years of advancing neuroinclusion in education and employment. The team has grown to 36 people from six different countries; half of the founders are women and the senior management are majority women, while 30% of employees identify as LGBTQIA+ and 25% of employees have disclosed neurodivergent or another disability. The average employee retention at Steps is more than four years, showing that inclusive workplaces truly do hand-in-hand with successful social enterprise.

Steps continues to innovate as an inclusive employer by advancing inclusive technology. Steps partnered with Personio to implement accessible, online human resources management systems. The team participated in professional development led by TransTalents to facilitate greater awareness of LGBTQIA+ experiences. Internal trainings have focused on upskilling to provide customer service for people with vision loss or mobility needs. The central office team has focused on using AI to improve assistive technology and launched the Steps online learning management system (LMS) to make training content accessible for more audiences.

Organisational Performance

2025 Strategic Projects

Education

Paediatrician Training Programme

The Paediatrician Training Programme is a three-year, grant funded programme that seeks to understand the current knowledge and experiences of medical practitioners and caregivers as children are diagnosed as neurodivergent and destigmatise the diagnoses and benefit registration experiences, increasing access to education and support.

Pathways Programmes

Steps continues to provide technical advice, assessment tools, and support to international schools and Thai schools creating personalised, inclusive pathway programmes to address school leavers in secondary and improve educational outcomes for people who are neurodivergent.

Digital Literacy Programme

Participants receive comprehensive training in digital literacy, AI, assistive technology and other specialised fields within STEM and technical trades. This accredited curriculum is adapted to accommodate different learning styles and includes hands-on activities to reinforce learning, earning a TPQI recognised certification.



Employment

HR Inclusion Tour

The HR Inclusion Tour brings Steps' approach to inclusive workplaces to audiences, sectors, and leaders outside of Bangkok and throughout South East Asia. The one-day workshops provide key knowledge and takeaways that managers, HR, and recruitment professionals can implement immediately to realise the economic benefits of inclusion.

Assessment Tool Development

The Neurodiversity at Work Research Centre is working to refine internationally recognised tools for the South East Asian context, providing schools, employers and employees with reliable and scalable tools to support inclusion and self-advocacy.



Advocacy

Inclusion Passport Project

The Inclusion Passport has been piloted within Steps as a tool to promote self-advocacy and organisational change to support individuals, managers, and enhance organisational culture. In 2025, Steps will expand the Inclusion Passport as the premiere regional tool for neuroinclusion.

Inclusion Exchange

Steps will launch an open-source information sharing platform for parents and caregivers available in the learning management system (LMS) and via live events.



Organisational Performance Impact Partners

Systemic Impact Partners



Direct Impact Partners



Organisational Partners



Awards and Recognitions

Our commitment to excellence and innovation has been globally acknowledged, earning us prestigious awards across various categories. In 2024, we won six awards and recognitions including Thailand Professional Qualifications Institute, AMCHAM Corporate Impact Silver Award, BCCT TIBA DEI (Organisation) Award, MB 100 for Max Simpson, recognition by Koktail Magazine for Max Simpson, and a special award for inclusive education from Kasetsart University received by Yim Minchainant.

	<p>Steps becomes a Certified B Corporation upholding high standards for social and environmental impact since 2023</p>		<p>Organisation that supports people with disabilities for the year 2021 and 2022 'Outstanding Level' from the Ministry of Social Development and Human Security</p>
	<p>Nasen International Provision of the Year Award Winners 2021 (Steps) and 2023 (NWRC)</p>		<p>AMCHAM Corporate Social Responsibility (CSR) Excellence Awards (2022, 2023, 2024)</p>
	<p>CEO listed as one of the 50 young leaders shaping Asia's future 2020</p>		<p>BCCT King Power Thailand International Business Awards (TIBA) (2022, 2023, 2024)</p>
	<p>2 time SENIA Advocacy Award Winners (2017 and 2019)</p>		<p>Listed in Valuable 500, a global community of disability inclusion and accessibility experts (2023)</p>
	<p>Recognised as one of The 2024 Meaningful Business 100 (MB100)</p>		<p>Received Human Rights Award recognised by the Ministry of Justice (2023)</p>

Thank you to the people and organisations who make our work possible: our donors and advisors.

Donors

Personio

ERIA
Economic Research Institute
for ASEAN and East Asia

มูลนิธิเพื่อ
“คนไทย”

P
PREMIER



Irish Aid
Rialtas na hÉireann
Government of Ireland

3M

Advisors

Brenton Mauriello
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STEPS

An Inclusive Community