

Impulsa



CENTRO DE
RECONOCIMIENTO
DE LA DIGNIDAD HUMANA

Tecnológico de Monterrey Gender Equality Plan

2021-2025



Tecnológico
de Monterrey



TecSalud
Sistema de Salud del
Tecnológico de Monterrey



Universidad
Tecnológico



SorteosTec
GANAS MÁS CUANDO DAS.

Executive Summary

Introduction

The Tecnológico de Monterrey Gender Equality Plan (PLIG) focuses on the creation and implementation of policies and actions to drive equal opportunities for all members of the community.

The first step in creating the PLIG took place in summer 2020, identifying gender breaches within the Tec de Monterrey, TecSalud, Tecmilenio and Sorteos Tec. This diagnostic test included both men and women within the student community, from different schools, academic programs, campuses and regions, as well as from our community of employees, faculty, research groups and management team.

Based on the aforementioned analysis and as part of institutional efforts involving experts representing four institutions and support areas, coordinated by the Vice Presidency for Inclusion, Social Impact and Sustainability through the Center for the Recognition of Human Dignity, four core areas were identified to guide the 34 actions that have been deemed to be indispensable in helping bridge the major gender gaps detected.

The PLIG was developed using methodology provided by UN Women and is valid for a period of 5 years.

This document serves as an executive summary of the Tecnológico de Monterrey Gender Equality Plan, the purpose of which is to provide a concise overview of its more than 120 pages.

Institutional Framework:

The framework for the Gender Equality Plan encompasses the vision and values of the Tecnológico de Monterrey:

2030 VISION:

“Leadership, innovation and entrepreneurship for human flourishing.”

Ours values



INNOVATION

We break paradigms to create new opportunities for our audiences.



INTEGRITY

We are responsible for our behavior, and the decisions we make are in keeping with our principles and values.



COLLABORATION

We promote and recognize collaborative and multidisciplinary work.



EMPATHY AND INCLUSION

We respect people’s dignity, and we value the diversity of our community.



GLOBAL CITIZENSHIP

We actively participate in finding solutions to problems found around the world and in the most vulnerable communities. We promote sustainable development to benefit future generations and the planet.

The PLIG, in tandem with our institutional values, addresses the need to create an environment to drive human flourishing, one in which every single person in the Tec community has access to the same opportunities in order to develop their maximum potential and promote self-fulfillment.

Regulatory and Legal Framework:

The **Tecnológico de Monterrey** is part of a global community, which is why the PLIG is underpinned by national and international human rights standards that protect the right to equality, non-discrimination and the elimination of violence perpetrated against women.

The second part of the document centers around the international and national legal framework, focusing on the contents of the Mexican Constitution, the Universal Declaration on Human Rights, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the International Covenant on Economic, Social and Cultural Rights (PDESC), the Convention on the Elimination of All Forms of Racial Discrimination, the Convention on the Rights of Persons with Disabilities, conventions from the International Labor Organization, the American Convention on Human Rights, the Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social and Cultural Rights, and the American Convention for the Prevention, Punishment and Eradication of Violence Against Women (the Belém Do Pará Convention), among others.

2020 Diagnostic

In order to start executing the actions contained in the Plan, which focus on the specific requirements of the Tec community, the PLIG is based on diagnostics of the gender gaps that exist within the **Tecnológico de Monterrey** and its institutions (*TecSalud, Tecmilenio and Sorteas Tec*). These diagnostics allow us to visualize the differences regarding how women are represented in student groups, faculty and administrative posts, in addition to allowing us to analyze the results.

Some important figures:

Tec de Monterrey:

Students

Enrolled in May 2020: **85,252**

 **Men: 54%**  **Women: 46%**

There is a difference of **8 percentage points, the equivalent of 6,900 students**. The widest gap is found in the School of Engineering and Sciences, which has **37.8%** more male students.

Faculty

Employed in May 2020: **21,047**

 **Men: 55.4%**  **Women: 44.7%**

There is a difference of **10.7 percentage points, the equivalent of 2,252 teachers**. The widest gap is found in the School of Engineering and Sciences, which has **40%** more male faculty.

Academic Publications:

Although, historically speaking, men publish more than women, it is important to note that from 2010 to 2018 the gender gap in terms of the publication of academic articles decreased from **2 publications by a man for every 1.4 publications by a woman in 2010, to 2.1 publications by a man for every 2 publications by a woman in 2018**.

TecSalud

Employees: 2,891



Men: 41%



Women: 58%

However, women dominate areas such as nursing and middle management while there are more male teachers and department chiefs.

Tecmilenio

Students

Enrolled in June 2020: 58,264



Men: 52%



Women: 48%

There is a difference of **4 percentage points, the equivalent of 2,330 students**. The widest gap is found in undergraduate programs, which have **12%** more male students.

Teachers

Employed in June 2020: 5,193



Men: 52.5%



Women: 47.5%

There is a difference of **5 percentage points, the equivalent of 260 teachers**. The widest gap is found in undergraduate programs, which has **12%** more male faculty.

Sorteos Tec

Employees

In June 2020: 1,076



Men: 39.2%



Women: 60.8%

Both support and operational areas have a higher proportion of women; however, there are **50%** more external male employees.

In roles such as hosts, assistants, administrators and supervisors, there is a much higher percentage of women.

On the other hand, male managers and interns outnumber women 3:2.

Compensation Diagnostics to Address the Employee Gender Gap at the Tecnológico de Monterrey

Since 2012, the Institution has been working on the design of standardized and competitive compensation packages that are based on two fundamental pillars: the alignment of contributions and remuneration, and the transparency of compensation policies, processes and programs.

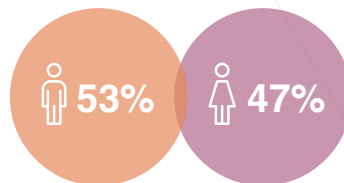
These compensation programs have **five goals**:

1. Recognize employee performance through individual and group achievements.
2. Differentiate between levels of responsibility and offer compensation based on market benchmarks.
3. Guarantee that growth and development are the results of performance.
4. Retain key and/or high-potential male and female employees.
5. Offer our leaders flexibility and trust in them to make the best possible decisions.

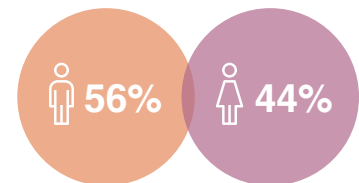
Milestones

In 2020, **the proportion of women in senior management positions was 20%**, 12 percentage points more than in 2015, while **the proportion in middle management positions was 50%**. We are also working on decreasing salary differences among new hires

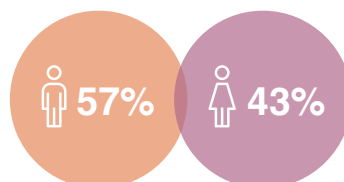
Promotions



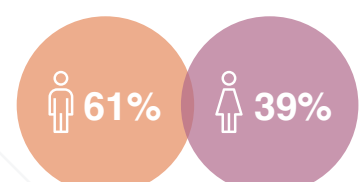
Increases



Educational Support



High Potential



Indicators:

We have four indicators to measure reductions in gender inequality at our Institution:

1. Representativeness in distribution of women by post.

Milestone: Since 2015, we have increased the number of women in management positions two-and-a-half fold, while also increasing the number of women in middle management positions by **13 percentage points**.

2. Remuneration – indicators relating to compensation for male and female employees and the efforts being made to improve salaries.

Milestone: The salary gap has dropped from **16% to 8%** thanks to the implementation of guidelines to promote equality. Furthermore, of the almost **1,200 extraordinary increases** offered in 2019-2020, **56%** were for women.

3. Development – indicators relating to development strategies, including promotions, educational support and individual development plans.

Milestone: In terms of promotions, high-potential employees and educational support, **53%** of all employee promotions in 2019 were for women. Furthermore, during 2019-2020, **61%** of high-potential employees were women, while **57%** of educational support during 2019 was given to women.

4. Flexible Culture – offering mothers and fathers access to benefits in order to help them find a work-life balance.

Achievement: The Institution has provided support through daycare facilities, breastfeeding areas and kid zones, more vacation days than those required by law, flexible contracts, and remote working options.

Diagnostics to Address Gender Violence Prevention and Support

According to the 2019 Transparent Report published by the Center for the Recognition of Human Dignity, gender violence encompasses acts or omissions, which are deemed to be violent or discriminatory based on reasons of gender or sexual identity, made by a person or a group of people and that lead to physical, sexual, psychological or moral damage.

As such, at the **Tecnológico de Monterrey** we are currently working to eradicate behaviors that violate people's dignity, such as is the case of gender violence. We fully understand that this type of violence requires that specific mechanisms be put into place to avoid revictimization and prioritize the value of its survivors, both male and female, while avoiding slander and a lynching mentality.

Since it was created, the Center for the Recognition of Human Dignity, in collaboration with support and operational areas, has designed, implemented and executed a number of activities, actions and protocols to prevent gender violence at each of the Tecnológico de Monterrey's institutions, allowing us to act firmly in order to ensure all cases are treated confidentially and to safeguard the respect for the human dignity of all those involved.

Gender Equality Actions

Based on the diagnostics and subsequent data analysis, the PLIG contains four approaches and thirty-six actions, the goal of which is to drive the creation of a gender ecosystem that recognizes the importance of sustainability and – through on-going communication and the creation of collaboration networks – contributes to a cultural transformation.

Below are the four approaches and their corresponding actions, which, in the full version of the Gender Equality Plan, are presented alongside a description, the gender gap that they address, the institutional scope, the audience, the area responsible, any partner areas, and a timeline (within the 5-year scope of the PLIG).



Approach 1: Gender Equality Polices and Guidelines

Actions that focus on creating institutional guidelines that help reduce gaps between men and women.

Actions:

1. Creating and promoting measures to find a work-life balance for female teachers and researchers.
2. Creating and promoting gender equality guidelines in the leadership of research programs and groups.
3. Creating a program to recognize the work done by those who promote gender equality.
4. Creating policies and guidelines for support processes through a gender perspective.
5. Creating, publishing and executing inclusive communication guidelines.
6. Reviewing Educational Support guidelines for postgraduate students in order to ensure there is a gender perspective in and to drive equal opportunities.
7. Analyzing salary equality on periodic basis in order to drive measures that help reduce the gaps that have been identified, in accordance with the Compensation Philosophy.
8. Defining guidelines to standardize post titles to ensure they are inclusive and include a gender perspective.
9. Defining guidelines, through a gender perspective, to ensure that women are being taken into consideration for succession by their leaders based on their profiles and skills.



Approach 2: Leadership and Development of Women

Actions and mechanisms that drive equality in the participation of women in decision-making processes and areas in which they are under-represented.

Actions:

10. Creating an on-going communication plan to raise awareness of female development and leadership efforts.
11. Creating and raising awareness of the STEM chapter as part of the Gender Equality Plan.
12. Implementing a development program to drive personal communication and speaking skills.
13. Designing and communicating the co-responsibility culture campaign across distinct roles and responsibilities through a gender perspective to consolidate the institutional culture.
14. Implementing a follow-up strategy for development plans for high-potential women.
15. Implementing a personal development program for women in administrative areas with high proportions of female employees (after having identified needs).
16. Creating a transversal and intersectional network of women to drive their leadership and boost their development.
17. Promoting and bolstering Zona Shero, the entrepreneurship program for women, which aims to drive the success of female entrepreneurs and their products and services within the global ecosystem.



Approach 3: Training and Research through a Gender Perspective

Actions that aim to promote the creation of training spaces for students and employees, as well as the promotion of research projects through a gender perspective.

Actions:

18. Incorporating gender perspective as a transversal area into a minimum number of training units/courses/subjects, both in common core and discipline-specific areas.
19. Promote research activities that include a gender perspective.
20. Creating summer research programs for female undergraduate and postgraduate students, offering them the opportunity to work alongside female researchers from the Tecnológico de Monterrey.
21. Creating STEM workshops aimed at female high-school students.
22. Publishing and communicating editorial projects and articles through a gender perspective.
23. Offering students and employees access to training courses in human dignity that include basic concepts from a gender perspective.
24. Creating a series of activities to drive the development of skills with a gender perspective in order to promote working and educational spaces that are free from violence.
25. Creating diagnostics to analyze the current gender perspective in curricular and co-curricular entrepreneurship training for Tecnológico de Monterrey students.



Approach 4: Eradication of Gender Violence and Discrimination

Actions that focus on promoting a culture of dialog and peace as well as empathy and inclusion within the Institution's academic and organizational spaces.

Actions:

26. Creating an audience-specific training plan that focuses on preventing gender violence.
27. Promoting the inclusion by student collectives, communities, chapters and groups focusing on gender of actions to promote non-violence and non-discrimination within their working plans.
28. Redesigning how high-school cases are prevention, addressed and handled.
29. Defining and implementing communication and prevention strategies for gender violence and non-discrimination.
30. Developing a plan to increase the visibility of female doctors, female nurses, female Sorteos Tec employees, and female Tec leaders.
31. Offering training to Student Training and Leadership, Student Development and Wellness, and Talent and Experience teams in order to integrate them into the action and prevention committees.
32. Consolidating channels to report gender violence and discrimination in order to boost trust and improve how these cases are handled and monitored.
33. Coordinating meetings with student groups, communities, chapters and collectives focusing on gender violence in order to listen to their ideas on areas of opportunity and how cases are channeled and handled.
34. Creating a support network for female teachers and employees to report cases of gender violence.

These four approaches cover different areas and are integrated into the gender equality ecosystem

Sustainability

Cultural Transformation



Networks and Partnerships

Communication

Invitation

Although the deployment and monitoring of the actions contained in the Gender Equality Plan 2021-2025 are coordinated by the Vice Presidency for Inclusion, Social Impact and Sustainability through the Center for the Recognition of Human Dignity, in addition to the teams from the *Impulsa* Committee, ensuring the fulfillment of this Plan is the responsibility of the entire institutional community, management team, faculty, employees and students.