



CENTRO DE
RECONOCIMIENTO
DE LA DIGNIDAD HUMANA

TRANSPARENCY REPORT

2023



Tecnológico
de Monterrey

INCLUSIVE LANGUAGE NOTICE

At the Tecnológico de Monterrey, we promote and value diversity, which is why we do not discriminate based on age, ethnicity, nationality, gender, sexual orientation, marital status, social conditions, health status, religious beliefs, political ideologies or disability. Based on our **Principle of Equality**, in this report we employ inclusive and gender-inclusive language through the use of generic and neutral pronouns in order to adhere to the principle of linguistic economy.

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WELCOME REMARKS

STRENGTHENING THE CULTURE OF DIVERSITY, EQUITY AND INCLUSION THROUGH TRANSPARENCY OF INFORMATION

The phrase “education can do everything” coined by Eugenio Garza Sada expresses the conviction and motivation of our founders regarding how education is one of core elements in the transformation of human beings. These words are part of the Tecnológico de Monterrey’s vision for 2030: “Leadership, Innovation, and Entrepreneurship for Human Flourishing” (Better Person, Better Community, Better Planet). To help make this transformation possible through education, we need to create environments that foster the holistic development of young people. Universities play a crucial role as spaces for learning, research, and connection, and we have the responsibility to promote a culture of respect, equality, and non-violence through the prevention and eradication of gender-based violence.

As an institution, we have forged commitments and developed actions that promote gender equity by encouraging the participation and leadership of women in academic and professional fields, in addition to creating spaces for dialog and reflection on women’s equality and rights. In terms of initiatives for the prevention and eradication of gender-based violence, we have developed policies and protocols to prevent and address these cases, along with reporting and follow-up

mechanisms, support services, and psychological, legal, and social counseling for victims, as well as a Transparency Report to share with the community.

At the Center for the Recognition of Human Dignity (CRDH), we recognize that there are still areas of opportunity to ensure our campuses are free from gender-based violence, and we are committed to continuing to design and implement awareness strategies through education. These include embedding content that addresses these issues into the academic curriculum, promoting critical reflection and analysis of gender stereotypes and inequalities that perpetuate violence, and organizing talks, conferences, and workshops that provide information and tools to the university community. We also aim to develop effective strategies and intervention proposals that, based on scientific data and analysis, offer a comprehensive understanding of the causes and consequences of gender-based violence.

Through this report, our goal is to present to our community the data collected on gender-based violence cases and the preventive actions taken. We have also highlighted the challenges we face in continuing to build a more just and violence-free society for everyone.



David Garza
Rector and Executive
President at Tecnológico
de Monterrey



Inés Sáenz
Vice-President, Inclusion, Social
Impact and Sustainability



Felisa González Gómez
Director of the Center for the
Recognition of Human Dignity

MESSAGE FROM THE OFFICE OF GENDER AND SAFE COMMUNITY

Within the Center for the Recognition of Human Dignity is the Office of Gender and Safe Community, which is responsible for preventing and addressing gender-based violence and promoting equality to ensure that the men and women of the Tec community have access to the same rights on an equal footing with regard to responsibilities and opportunities. Our role is essential given that violence prevents us from achieving equal conditions and fully exercising our rights, which has a negative impact on student and workplace experiences.

To deploy our strategies to combat gender-based violence, the Office of Gender and Safe Community has established 25 Human Dignity Support Points, 22 within the Tec de Monterrey and 3 at Tecmilenio. These points are staffed by specialists who report to LIFE and the Office of Gender and Safe Community at the CRDH

and apply the Protocol to Prevent and Address Gender Violence on campuses.

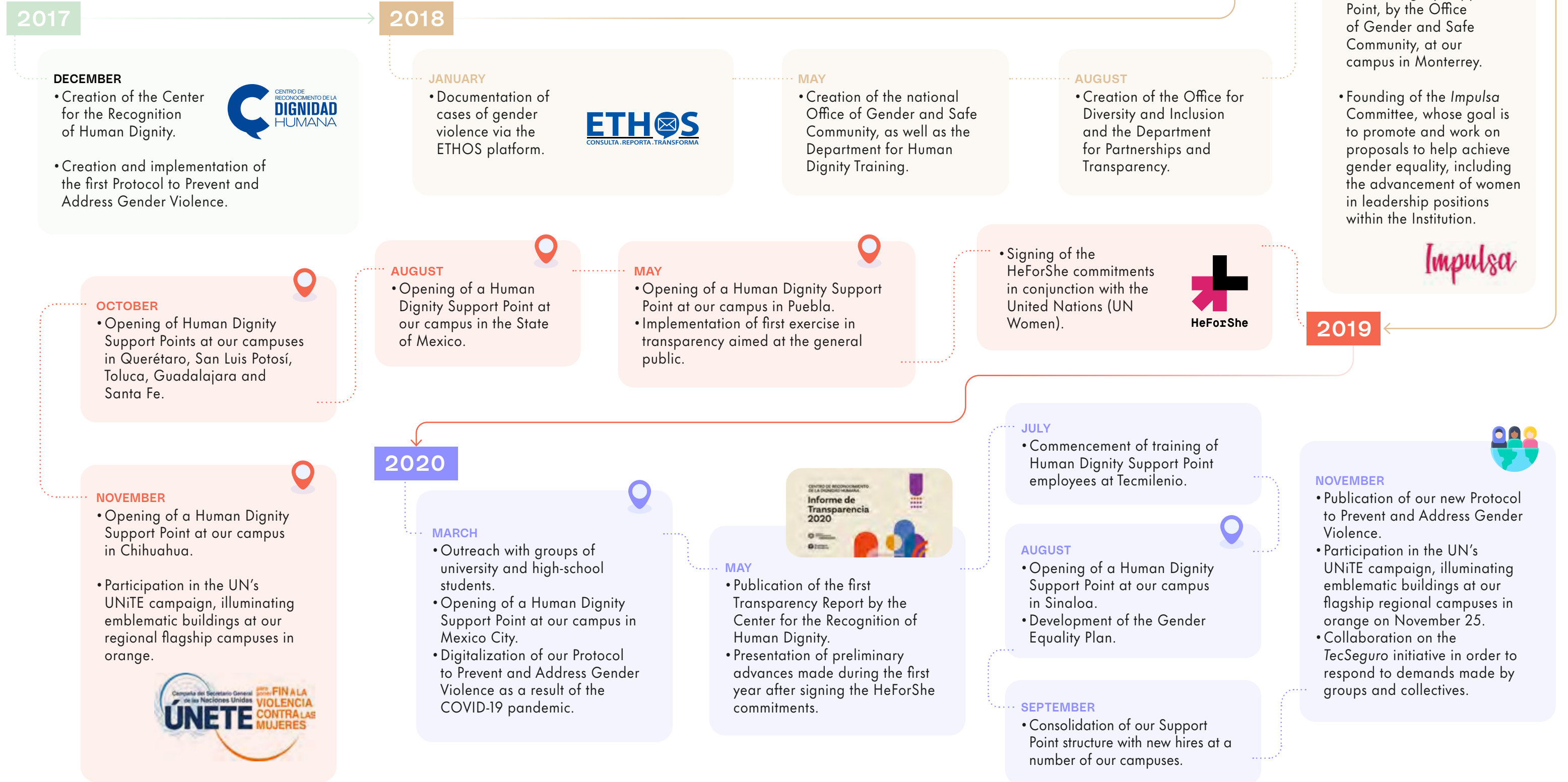
The Transparency Report is part of our commitment to the university community and an opportunity to reflect on violence that must be addressed, not to mention a means of highlighting preventive actions to eradicate said violence. It is a document that compiles our efforts to build safer and more equal environments, and, above all, a way to honor those who have placed their trust in us. We know that when someone reports gender-based violence or discrimination, they experience many emotions: fear, doubt, anger, guilt, among others. It is a difficult time for everyone involved in responding, investigating, and levying sanctions, which is why we have taken on the enormous commitment of continuing our work, driving on-going improvements, and listening to the voices of our community to create safer environments.

Team of the Office of Gender and Safe Community

Karla Urriola González
Director of the Office of Gender and Safe Community



Timeline



Timeline

2021

JANUARY

- Opening of Human Dignity Support Points at our campuses in Aguascalientes, Sinaloa and León.

APRIL

- Opening of Human Dignity Support Points at our campuses in the State of Mexico and Chihuahua.

MAY

- Opening of a Human Dignity Support Point at our campus in Santa Fe.

JULY

- Creation of the National Office for Safe Community and Inclusion at Tecmilenio.

SEPTEMBER

- Publication of our Gender Equality Plan 2021-2025¹.
- First participation of 4 female lecturers in the APWiL Mentoring Program from the Association of Pacific Rim Universities (APRU), in collaboration with 25 universities.



¹ Document that concentrates 34 actions so that our Institution lives equal treatment and opportunities between men and women in the academic and administrative fields by 2025.

2022

JANUARY

- Continuation of the 2025 Diversity and Inclusion Project Strategy.

FEBRUARY

- Development of the HeForShe Support Model for Tecmilenio.

2023

MARCH

- Consolidation of our structure through the addition of 3 Regional Support Points within Tecmilenio.

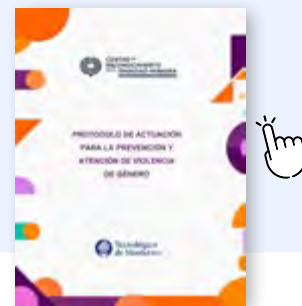
OCTOBER

- Creation of the CRDH Strategy Department within PrepaTec.



FEBRUARY

- Publication of the latest version of the **Protocol to Prevent and Address Gender Violence**



MARCH

- Signing of a Safe Campus for the Prevention of Gender Violence Agreement with UN Women.

MAY

- Roll-out of Inclusive Guides: Inclusive Language, Accessible and Inclusive Content, and Accessible and Inclusive Events.

JULY

- Training for PrepaTec Director in areas of violence prevention and gender.

AUGUST

- Opening of Human Dignity Support Points at 3 campuses: Guadalajara, Monterrey (high school) and Esmeralda.
- Creation of the Office for Training and Prevention Strategies at Tec Salud.
- Inauguration of the *Cuando el hilo se hace red* exhibition of women's experiences at the Tecnológico de Monterrey at our campuses in Monterrey, Querétaro, Mexico City and Guadalajara.

SEPTEMBER

- Drafting and publication of the first preliminary Case Transparency Report.

NOVEMBER

- Creation of team for Orange November and the 16 days of activism in conjunction with UN Women.

DECEMBER

- Creation of the Cultural Diversity Committee and the Socio-Economic Diversity Committee, meaning that we now have 5 advisory committees in the areas of diversity, inclusion and equality.
- Creation of the national office for student groups and collectives.

OCTOBER

- Coordination of the first international sustained dialog on inclusive language.



National training strategy

The **Office of Human Dignity Education** coordinates the National Training Strategy, which strives to create a culture focused on valuing diversity and inclusion within our community by training various profiles. In line with andragogical and pedagogical processes, the activities of this Office are categorized into three types: **awareness, experience, and insight.**

The advances being made in this Strategy are listed below:

Awareness

We have provided training to executive teams at the Tecnológico de Monterrey, including the Vice Presidency for Administration, the Vice Presidency for Outreach and Engagement, the Academic Vice Rector, the Office of Academic Regulation and Management, and the Office for Strategy and Faculty Management. The topics covered include human dignity, unconscious biases, violence, a culture of peace, Diversity, Equity, Inclusion, and Belonging (DEIB), gender perspective, and sex-generic diversities. We also organized four Human Dignity Talks: "Actions to Promote Socioeconomic Inclusion," "The Ball is in the Court: Women in Sports," "Approaches for Disaster Mitigation with an Intersectional Perspective in Mexico," and "LGBTIQA+ Population: When You Are in Danger for Being Yourself."

Experience

As part of our 80th-anniversary celebrations, we inaugurated the exhibition **Cuando el hilo se hace red:** a living memory of women at Tecnológico de Monterrey.

Through museum installations in **Monterrey, Querétaro, Mexico City, and Guadalajara,** we proposed a critical and forward-looking review of the presence of women within the institution. Together, the four locations recorded over **14,000 visits** since the exhibition opened at the end of August 2023..

From October 10th to 13th, we implemented **Voces de la dignidad humana,** a space to recognize and promote the importance of personal and community resilience from a gender, diversity, and inclusion perspective. The Human Dignity Support Points on the campuses coordinated a number of activities aimed at recognizing and respecting human dignity, valuing diversity, and building spaces of belonging.

Insight

To continue promoting dialog as a communication tool underpinned by freedom, diversity, equity, and inclusion, **29 people participated in a diploma in Moderation in Sustained Dialog, while 602 others completed a Professional Development Course (CADi)** focusing on topics relating to human dignity, including: ABC of Gender and Sexuality to Prevent and Address Violence; Basics of Mexican Sign Language; Training for Tec Week from a Human Perspective: Human Dignity; Bodies, Hegemonies, and Resistances; Dignity and Eco-Spiritualities: Voices and Encounters; Fundamentals of Diversity, Equity, and Inclusion; Inclusive Language in Educational Spaces; Masculinities, Violence, and Alternatives; and, Universal Learning Design for the Creation of Inclusive Educational Environments.

FROM AN INSTITUTIONAL PERSPECTIVE: ADVANCES AND CHALLENGES IN PREVENTING AND ADDRESSING GENDER VIOLENCE

PROJECTS IMPACTING GENDER EQUALITY AND THE PREVENTION OF GENDER-BASED VIOLENCE

UN Women: Safe Campus

To promote equality and prevent gender-based violence in our community, **the Tecnológico de Monterrey signed a partnership with UN Women entitled Safe Campus for the Prevention of Gender-Based Violence.** Through this agreement, we became **the first educational institution to join the Safe Campus Program in collaboration with this international organization.** The aim is to promote equality and the prevention of gender-based violence within the student, academic, and administrative communities at the Tecnológico de Monterrey through awareness, skill building, and the fostering of support networks to create safer campuses for women in all their diversity.

The pilot program for this project is currently being rolled out at our campus in Monterrey, while a model that is based on the following pillars is being developed:

- Community Impact
- Internal Transformation
- Sociocultural Transformation



To learn more about this project, please click on the following link:

[UN WOMEN: SAFE CAMPUS](#)

2021-2025 Equality Plan

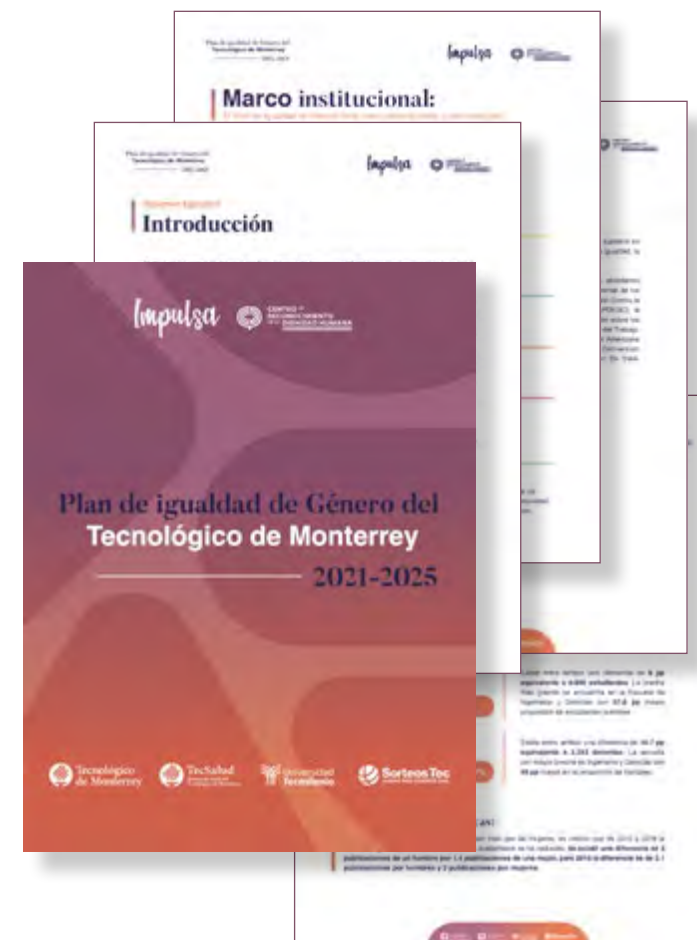
The Gender Equality Plan at the Tecnológico de Monterrey (PLIG) focuses on developing and rolling out policies and actions to advance equal opportunities for all members of the community. It is underpinned by four pillars:

1. Policies and Guidelines for Gender Equality
2. Women's Leadership and Developing
3. Education and Research with a Gender Perspective
4. Eradication of Gender-Based Violence and Discrimination.

The last pillar focuses on driving actions to continue building safe and gender-violence-free spaces through prevention and response strategies for the entire Tec community.

To learn more about the plan:

[EQUALITY PLAN](#)



Impulsa Committee

We remain committed to supporting more women in advancing their careers into leadership positions by providing growth opportunities across various areas and levels. We are excited to share that, **at the end of 2023, we achieved the goal we had set for 2025: for women to hold 30% of the leadership positions within the institution.**

Type of position	2014	2016	2017	2018	2019	2020	2021	2022	2023
Directors	8%	9%	14%	16%	18%	20%	25%	27%	30%
Middle managers	37%	43%	46%	47%	49%	50%	52%	51%	51%
Employees	50%	56%	55%	56%	56%	57%	58%	58%	58%
Full-time teachers	45%	44%	43%	43%	44%	45%	43%	43%	43%
Part-time teachers	45%	46%	46%	44%	44%	37%	40%	40%	40%
Total	48%	51%	50%	50%	50%	51%	51%	51%	51%

PROJECTS IMPACTING GENDER EQUALITY AND THE PREVENTION OF GENDER-BASED VIOLENCE

Global compact in Mexico

The Global Compact is a voluntary initiative based on the commitment of company executives (CEOs) from signatories of the **United Nations Global Compact** to implement universal sustainability principles and take actions to accelerate progress toward achieving the **Sustainable Development Goals (SDG's)**. As part of its mission to collaborate with and inspire other companies or universities, the institution has participated in the Global Compact for the third consecutive year. The Human Dignity Support Points provide tools on equality, diversity, and inclusion to various corporations in Mexico.

In 2023, over an 8-month period, we worked with representatives from more than 40 participating companies, supporting them in achieving the objectives of the program by facilitating gender equality accelerator

modules to help establish actions aimed at closing the gender gap in the country.

Thanks to this collaborative agreement, we formed specific working groups, known as **Agenda 2030 Working Groups**, whose commitment is to identify concrete actions to address urgent issues for the country and fulfill the agenda's commitments. Out of 18 active working groups, the Tec de Monterrey participates in the Diversity and Inclusion: Gender Equality group, which includes 24 companies. This group is promoted by the Business Advisory Council (CCE) and coordinated by Danone. **As a result of these efforts, a 3-month mentoring program was organized, where we served as a mentoring organization for 11 companies, focusing on issues such as the gender pay gap, gender-based violence, and inclusive programs.**

Asia Pacific Women in Leadership (apwil) Mentoring Program

This mentoring program from the Association of Pacific Rim Universities (APRU) aims to promote women's leadership across the Pacific Rim. Its 3rd cohort (2022-2023), which concluded in October 2023, included four professors from the Tecnológico de Monterrey - two from the School of Engineering and Sciences and two from the School of Medicine and Health Sciences. **Through this collaboration, we are fostering the creation**



of international opportunities. The participating professors had the chance to network with other professionals within the consortium.

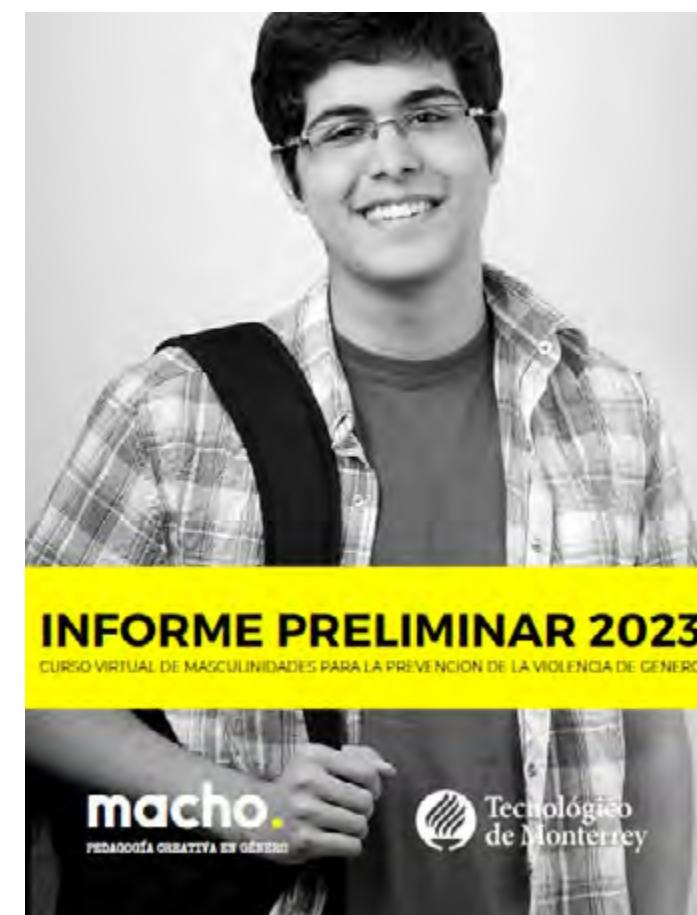
Culture of Respect-NASPA-sexual violence prevention



This is a 2-year internationally recognized program that brings together higher education institutions committed to eradicating and preventing sexual violence through assessments and strategic action plans tailored to their needs. The campuses representing Tecnológico de Monterrey are our campuses in Guadalajara and Santa Fe, which are nearing the completion of the process to adopt a culture of respect. **With these campuses, we now have a total of four Tec campuses that have been certified in sexual violence prevention.**

Masculinities training program

In collaboration with a civil society organization specializing in this area, we rolled out the Masculinities Training Program, which aims to continue the education and development of individuals through a process of reflection. It is designed for students, faculty, and staff who have been involved in any process included within the Protocol. The program is structured around three main areas: Gender and Masculinities, Power and Violence, and Consent and Vulnerability. **Through this initiative, we have worked with over 102 participants who have completed the course.**



Addressing gender violence

One of the priorities of the Center for the Recognition of Human Dignity is to support and accompany individuals whose dignity has been violated. We listen carefully and provide guidance to those seeking information. Our Protocol to Prevent and Address Gender Violence has been in place since 2017 to address gender-based violence situations within the Tec community. This protocol was created to ensure a transparent and collegial process that safeguards the dignity and integrity of all parties involved in such situations.

We have assisted those who choose to activate the Protocol, in addition to monitoring the process for those who opted not to. In both cases, we always document the case history and, if applicable, channel them accordingly.

In 2023, we began publishing Regional Transparency Reports to provide specific information to the campuses within each region and offer visibility on the cases and their handling to our various audiences. These reports are drafted periodically throughout the year and cover all five regions to ensure comprehensive support for the entire Tecnológico de Monterrey community.

Starting in August 2023, the regions of the Tec de Monterrey were restructured according to the new organizational framework:



Western Region:

Aguascalientes, Guadalajara, Morelia, Sinaloa, Cd. Obregón y Zacatecas.

Monterrey Region:

Monterrey y Saltillo.

Northern Region:

Chihuahua, León, Cd. Juárez, Laguna, San Luis Potosí y Sonora Norte.

Center-South Region:

Cuernavaca, Hidalgo, Puebla, Querétaro, Tampico, Irapuato.

Mexico City Region:

Ciudad de México, Estado de México, Santa Fe, Toluca y Chiapas.

Given this restructuring of the regions, the cases attended in the Northern Region are now reflected in the Center-South and Western Regions.

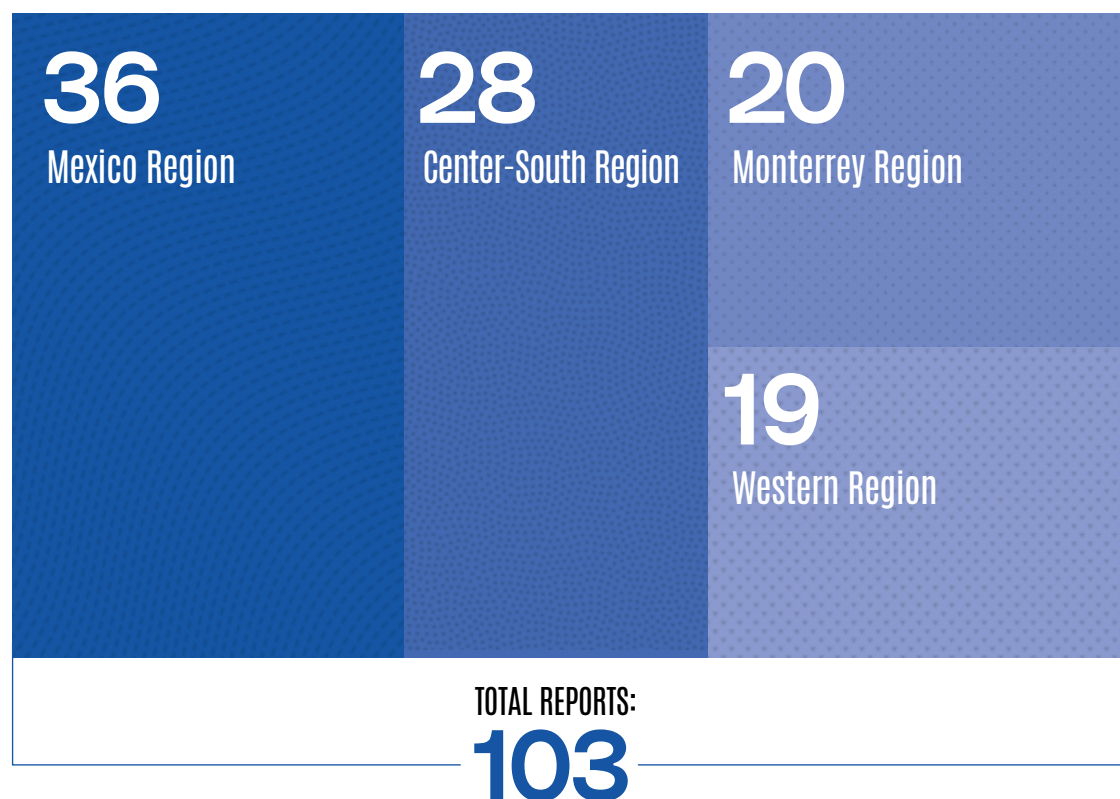
Throughout 2023, we consulted on 772 cases relating to violations of human dignity and/or gender-based violence across high school, undergraduate, and graduate levels. All cases brought to the Human Dignity Support Points were offered the necessary guidance and either addressed or referred accordingly. **This year, the Protocol to Prevent and Address Gender Violence was activated 161 times (103 at the undergraduate level and 58 at high-school level), with 79% of the cases being initially reported via the Human Dignity Support Points,** followed by 11% via the ETHOS platform, and 10% through referrals from other areas such as wellness, student groups, mentoring, and talent, among others.

The information on cases addressed through the protocol is presented by institution.

Undergraduate and Postgraduate, Tecnológico de Monterrey

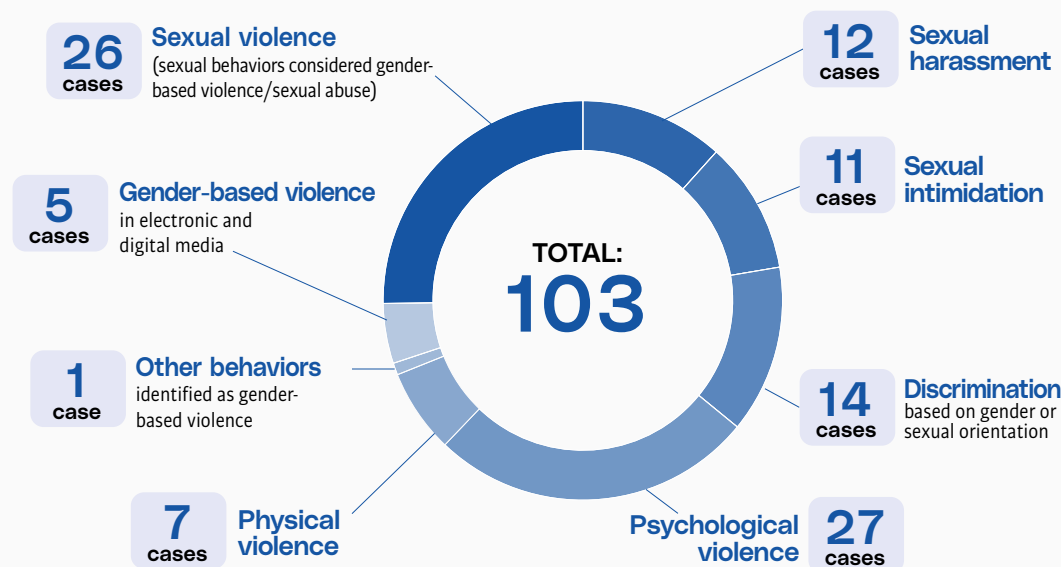
A total of 103 reports were made via the **Protocol to Prevent and Address Gender Violence**. Of these, **35%** occurred in the Mexico Region, followed by the Central-South Region with **27%**, and both the Western and Monterrey Regions with **19%**, respectively.

Cases addressed via the protocol to prevent and address gender violence at undergraduate and postgraduate levels:

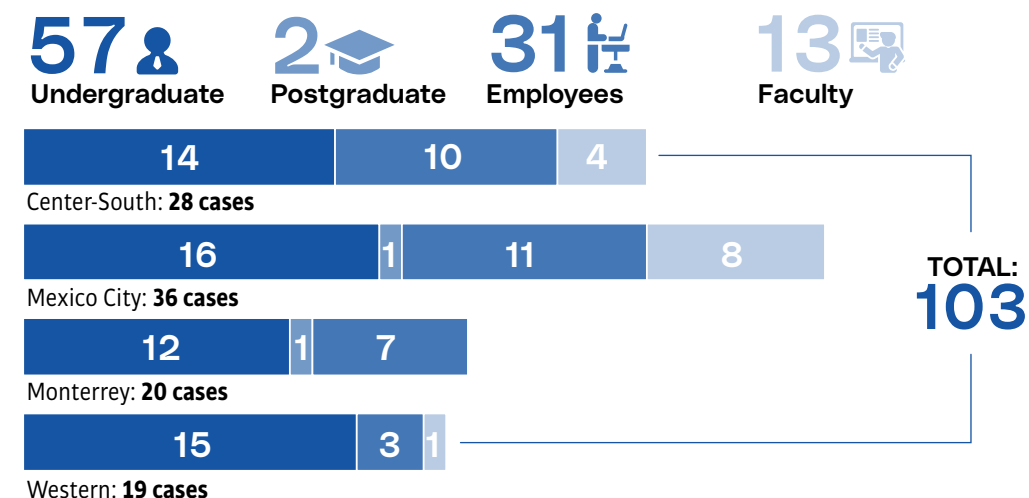


Sub-classification of cases addressed via the protocol at undergraduate and postgraduate levels

Sexual violence represents **48%** of the cases addressed via the Protocol, followed by psychological violence with **27%**.

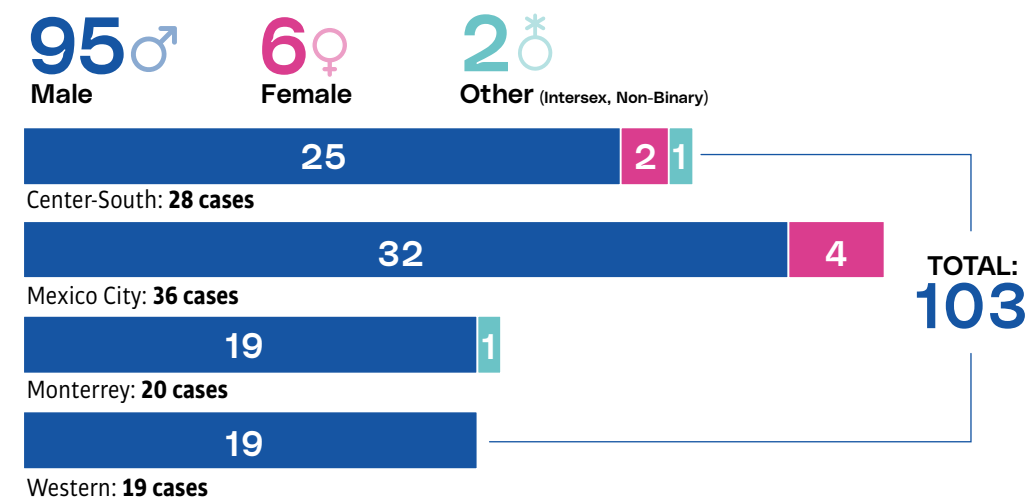


Relationship with the institution of the person reporting via the protocol at undergraduate and postgraduate levels



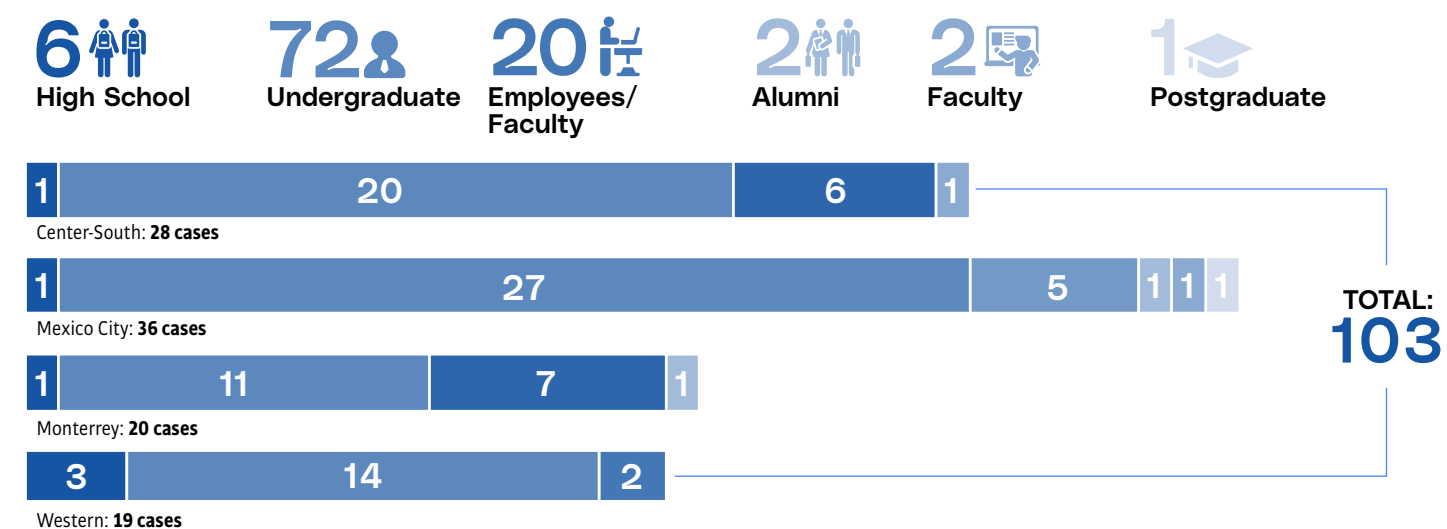
Of those reporting **57%** are students, while **43%** are faculty: **93%** are men, **6%** are women, and **1%** identify as intersex, transgender, or non-binary.

Sex of the person reporting via the protocol at undergraduate and postgraduate levels

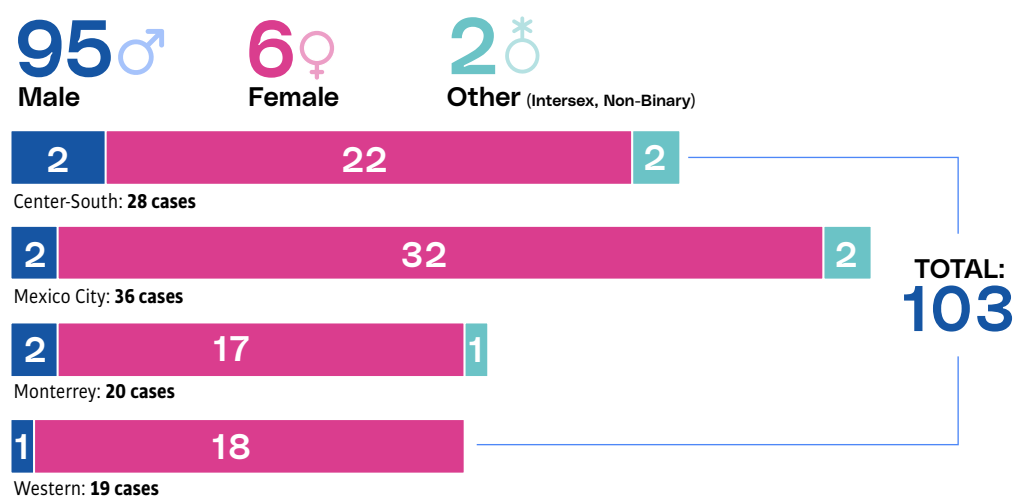


Of those reporting incidents, **70%** are undergraduate students, **6%** are high-school students, **22%** are staff and faculty, and **2%** are alumni (EXATEC). Of those reporting, **86% are women**, **9% are men**, and **5% identify as intersex, transgender or non-binary**.

Relationship with the institution of the person reporting via the protocol at undergraduate and postgraduate levels



Sex of the person reporting via the protocol at undergraduate and postgraduate levels



The most common sanctions were **disassociations (18%)**, **temporary suspensions and corrective measures (15% each)** and **administrative reprimands (14%)**.

Sanctions applied in cases addressed via the protocol at undergraduate and postgraduate levels

Sanctions	Western	Monterrey	Mexico City	Center-South	Total
Loss of rights and conditioning (students)	9	1	3	12	25
Reprimand	1	1	0	0	2
Suspension (students)	3	2	9	1	15
Expulsion (students)	0	1	0	0	1
Training measure (students)	3	8	1	3	15
Alternative measure*	0	1	2	0	3
Administrative reprimand (employees)	0	2	9	3	14
Disassociation	3	2	7	7	19
The student withdrew from his or her studies prior to receiving official notification of the report	0	2	0	1	3
No elements were found for a sanction to be implemented	0	0	5	0	5
No follow-up by person reporting the case	0	0	0	1	1
TOTAL	19	20	36	28	103

*Alternative measures are not applicable in cases of sexual violence.

Major challenges:

- Continue working to make the Tec a safe and violence-free area.
- Build trust in institutional processes to strengthen the culture of reporting .
- Understand new forms of violence and the ways in which they occur.
- Standardize processes and support at a national level while remaining sensitive to the particularities of each region.
- Continue designing strategies to drive the socialization of the contents and functioning of the Protocol, as well promoting understanding of the Protocol among different audiences within our university community.

During adolescence, between the ages of 15 and 18, young people develop their socialization skills and establish meaningful emotional bonds, which is why this phase is of crucial importance in their personal and emotional development. Today, the high schools of the Tecnológico de Monterrey have over 27,000 students across 34 campuses in Mexico. PrepaTec offers an educational program lasting six semesters and focusing on key disciplinary competencies, such as self-management, critical thinking, creativity, collaboration, communication, and social responsibility through three distinct academic programs: the Bicultural Program, the Multicultural Program, and the International Baccalaureate. This educational approach is based on collaborative formative experiences, where students take center stage in their learning.

During the 2022-2023 school year, we created the position of National Leader for CRDH Strategies at PrepaTec. One of the first activities, undertaken in collaboration with the Department for Human Dignity Training, was to conduct a qualitative and quantitative analysis covering not only the student population but also staff members and parents in order to identify the most relevant issues affecting them.

National training strategy

Based on these diagnostics, we designed a long-term strategy focusing on the needs of the PrepaTec community and including affirmative actions aimed at effectively and holistically addressing the identified areas.

Some advances we have made in our Training Strategy include:



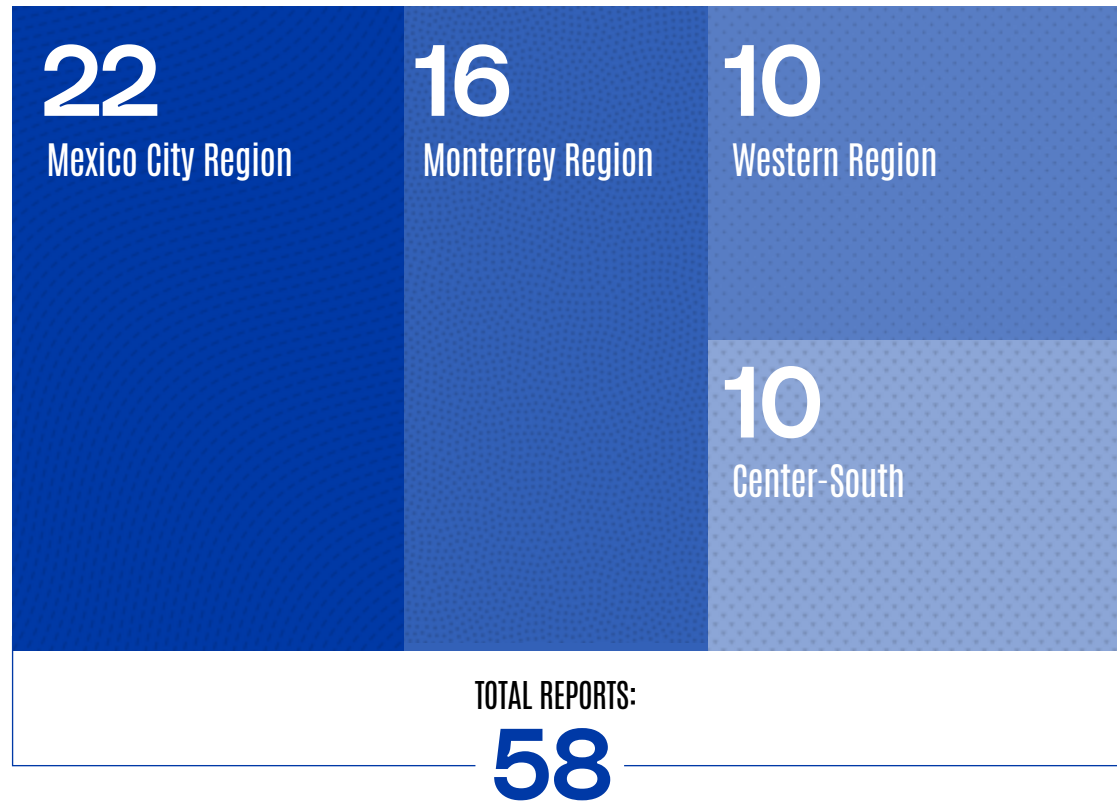
- **Designing the Human Dignity Module for the Transformational Parents diploma** (recording of modeling, instructor's manual including case studies, and presentation). To date, **665 parents** in the Monterrey Region have completed the diploma course.
- **Implementation and monitoring of the pilot program on Diversity, Inclusion, and Power at five high schools** (one from each region), aimed at 79 fifth-semester students from Puebla, Esmeralda, Eugenio Garza Sada, Guadalajara, and Eugenio Garza Lagüera.
- **Roll-out of the first phase of the Comprehensive Sexual Education diploma for mentors.** The program included eight sessions covering Human Rights, Gender Perspective, Diversity and Inclusion, Violence Prevention, Sexual and Reproductive Health, Sexuality and Romantic Love, First Contact, and Effective Communication. It also involved mentoring staff from across the country, reaching a total of 24 participants.
- **Traveling exhibits of the Tunnel of Memory and Tolerance at PrepaTec Eugenio Garza Lagüera and Santa Catarina.** Over 600 people from the community visited each exhibition. During the first semester of 2024, these traveling exhibits will be available at our campuses in Hidalgo, León, Aguascalientes, and San Luis Potosí.
- **Promotion of Human Dignity courses for parents, teachers, and students.** To the end of 2023, **16,000 students, 885 parents, and 2,170 teachers** had completed the courses.
- **Inclusion Workshop on Disability Awareness** for five groups of 40 teachers each.
- **Certification in Sustained Dialog** for 45 PrepaTec mentors.
- **A participation rate of 95% for high school management team, Central LiFE Team, and Academia** for gender awareness courses offered through the ABC of Gender Workshop.
- **A comprehensive review of the training processes covering the gender violence protocol** for high school students, taking into consideration the fact that they are minors.
- **The Human Dignity Support Points**, as previously mentioned, also focus on prevention. **This year, we conducted over 1,000 activities** covering various topics such as consent, human dignity, gender violence, discrimination, leadership, and masculinities, among others.

Addressing gender violence in PrepaTec

Below are the reports made via the Protocol to Prevent and Address Gender Violence at PrepaTec..

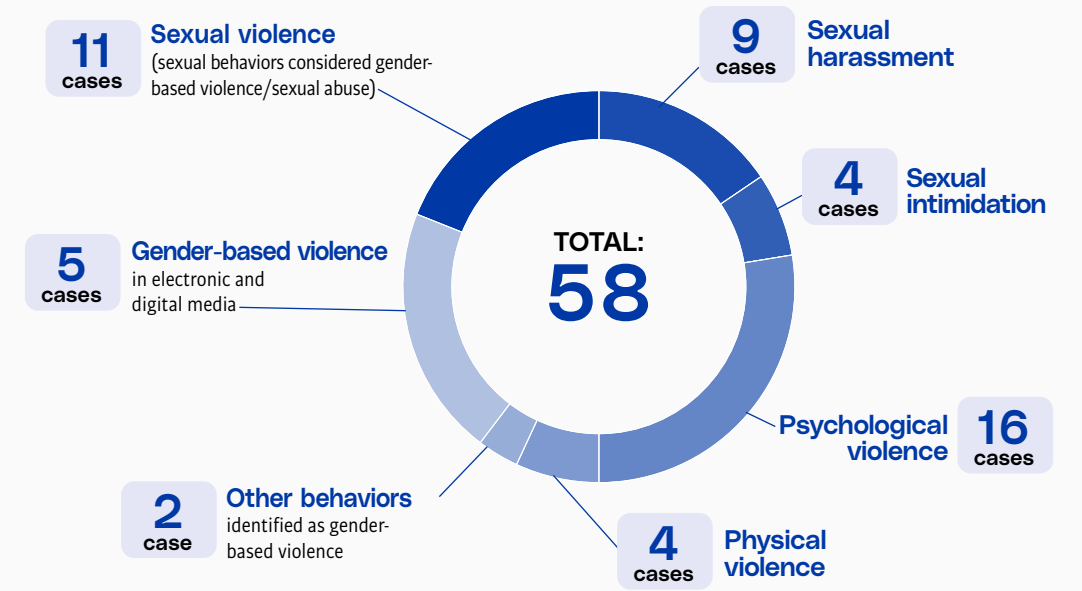
Of these, **38%** occurred in the Mexico Region, followed by the Central-South and Western Regions with **17%**, respectively, and the Monterrey Region with **28%**.

Cases addressed via the protocol to prevent and address gender violence at PrepaTec

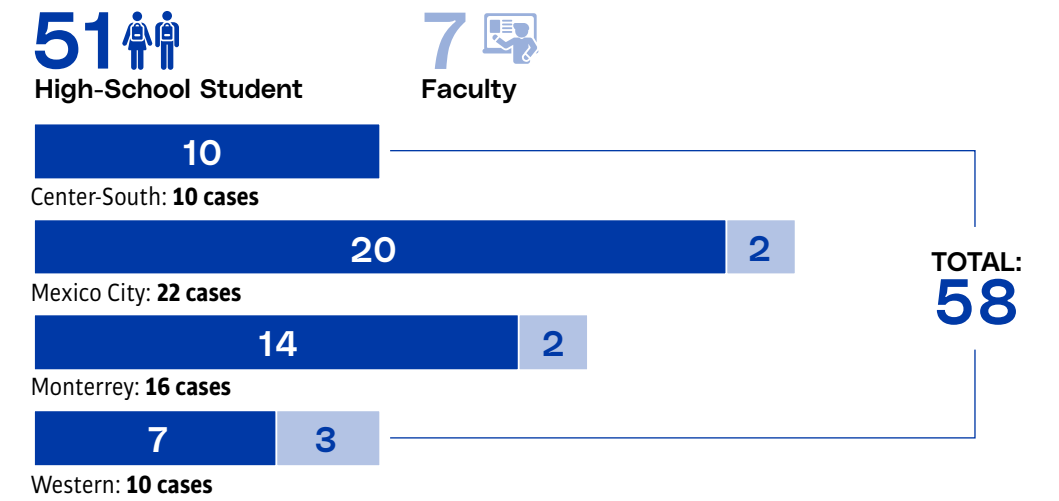


Sub-classification of cases addressed via the protocol at PrepaTec

Sexual violence represents **42%** of the cases addressed via the Protocol, followed by psychological violence with **28%**.

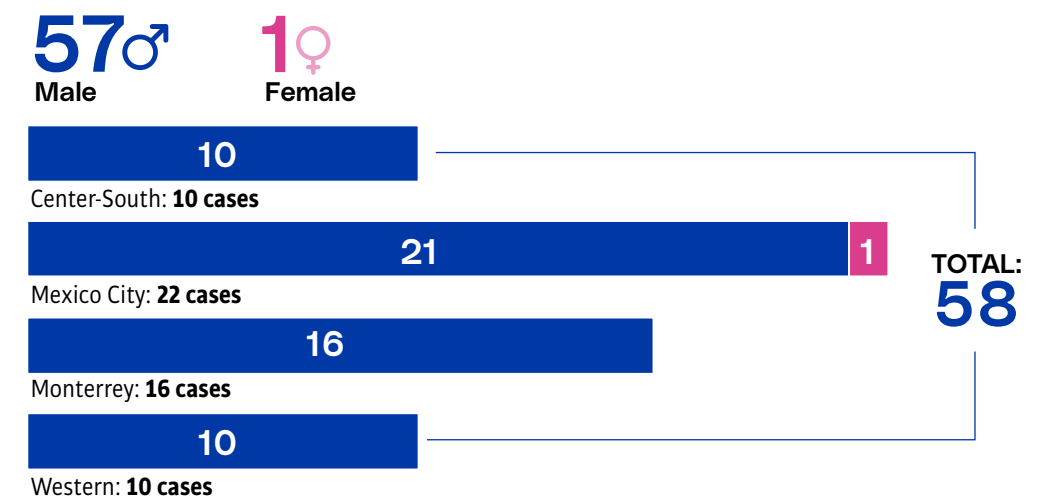


Relationship with the institution of the person reporting via the protocol at PrepaTec



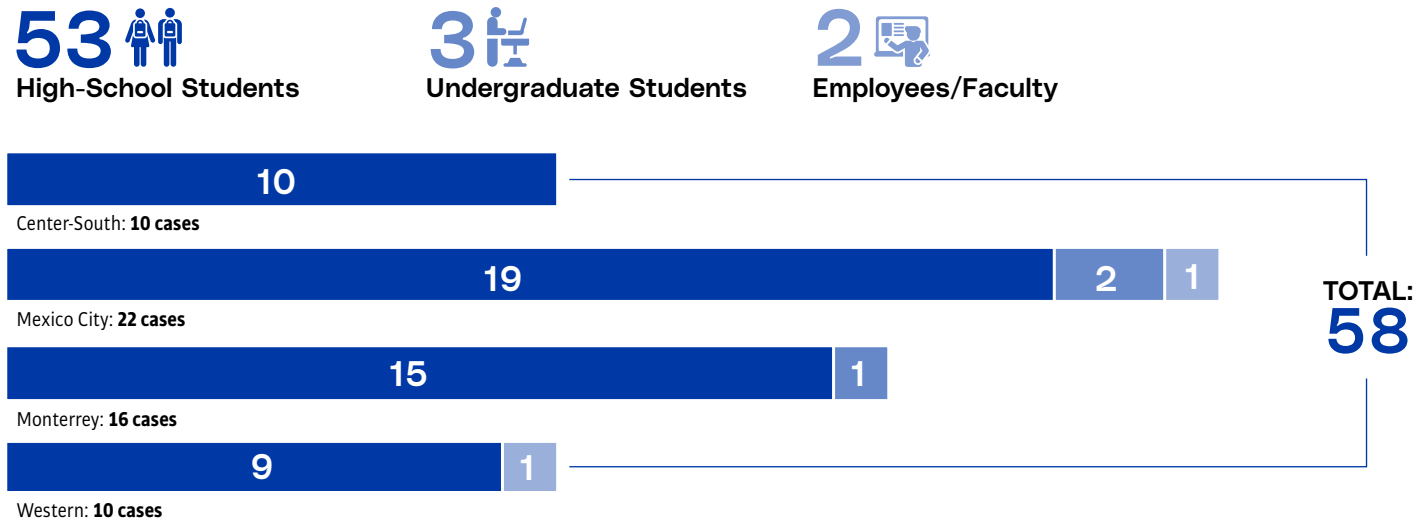
Of those reporting **88%** are students, while **12%** are faculty: **98%** are men and **2%** are women

Sex of the person reporting via the protocol at PrepaTec

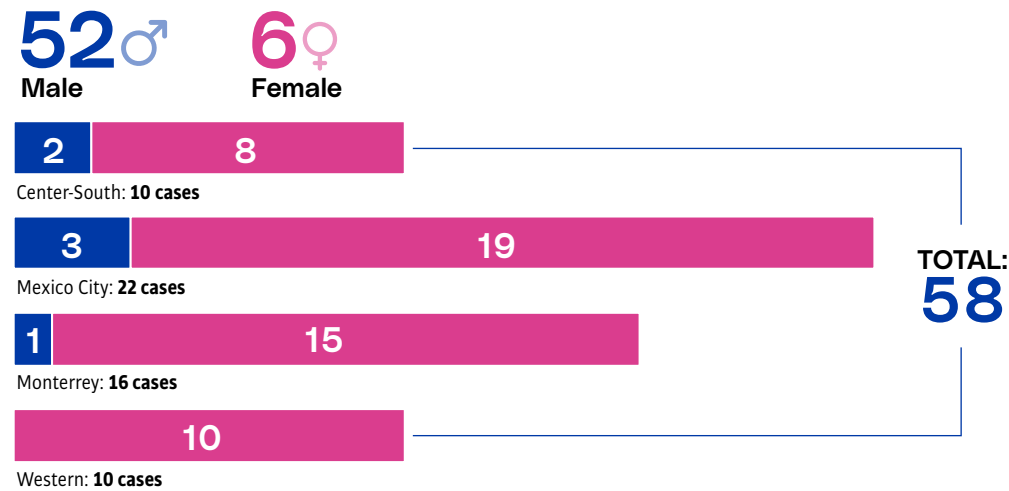


Of those reporting, **92%** are high-school students and the other **8%** is divided between undergraduate students, employees and faculty: **90%** are women and **10%** are men.

Relationship with the institution of the person reporting via the protocol at PrepaTec



Sex of the person reporting via the protocol



The most common sanctions were corrective measures (**29%**), followed by loss of rights and/or conditioning (**27%**).

Sanctions applied in cases addressed via the protocol at PrepaTec

Sanctions	Western	Monterrey	Mexico City	Center-South	Total
Loss of rights and conditioning (students)	4	0	5	7	16
Reprimand	0	3	1	0	4
Suspension (students)	0	1	7	1	9
Expulsion	0	3	0	0	3
Training measure (students)	3	6	6	2	17
Alternative measure*	0	1	1	0	2
Administrative reprimand (employees)	0	0	0	0	0
Disassociation	3	2	0	0	5
The student withdrew from his or her studies prior to receiving official notification of the report	0	0	0	0	0
No elements were found for a sanction to be implemented	0	0	2	0	2
No follow-up by person reporting the case	0	0	0	0	0
Total	10	16	22	10	58

*Alternative measures are not applicable in cases of sexual violence.

Major challenges

- Prevent gender violence among young people by helping them recognize if they are experiencing or perpetrating violence among their peers through knowledge that enables them to identify and report violent situations, while promoting healthy and respectful relationships.
- Position the coordination of the Center for the Recognition of Human Dignity's Support Points within each PrepaTec, gaining recognition as a benchmark for addressing cases relating to violations of human dignity and gender violence.
- Raise awareness among parents and guardians about the importance of preventing gender violence and promoting healthy relationships among the student body.

In 2021, we opened the Office for Inclusion and Safe Community at Tecmilenio. Starting in 2022, it adopted the Protocol to Prevent and Address Gender Violence through four regional offices dedicated exclusively to addressing cases of gender violence with the objective of ensuring a transparent and collegial process in cases where there is a transgression of human rights within the institution.



National training strategy

During the first half of the year, we completed the pilot phase of the Human Dignity Awareness courses for undergraduate semester programs, executive programs, and master’s degree program. We impacted a total of 191 students across all three levels. Participants in the undergraduate semester programs came from our campuses in Villahermosa, Zapopan, San Luis Potosí, and Hermosillo, with 104 students completing the six Human Dignity courses. For our executive and master’s degree program, a total of 266 students registered, but only 87 completed the course.

During the second half of 2023, we designed several training strategies to address the needs identified in 2022 and targeted diverse audiences. The prevention strategy consisted of the following programs:

Strategic partnerships for awareness sessions at key campuses, focusing specifically on prepathec

From September to December, we coordinated out a total of **26 awareness sessions** for our campuses in Guadalajara, Guadalupe, Las Torres, San Nicolás, Cumbres, San Luis Potosí, and Chihuahua campuses, in partnership with the San Luis State Women’s Institute, the Women’s Justice Center (CJM), the Nuevo León State Women’s Institute, the Guadalajara Municipal Women’s Institute, and the Chihuahua Municipal Women’s Institute. **Through these efforts, we impacted a total of 2,025 students, 90% of whom were high-school students.**

Campus	Organization	Sessions	People Impacted
Guadalajara	Guadalajara Municipal Women’s Institute	5	523
Las Torres	Nuevo León State Women’s Institute	3	326
Cumbres		6	382
Guadalupe		2	107
San Nicolás		3	336
Chihuahua	Chihuahua Municipal Women’s Institute	1	50
San Luis Potosí	San Luis State Women’s Institute	1	40 (employees)
	Women’s Justice Center (CJM)	5	301



Comprehensive diversity, equality and inclusion communication plan

In collaboration with the Communication and Networks Department, we developed a communication strategy that incorporates human dignity topics into our institutional narrative. We designed the *Tecmilenio Rosa* campaigns and implemented our Orange November strategy. We also compiled the work being done by the HeForShe chapters during the August–December 2023 semester to create **an informative video** that was shared with students, encouraging them to participate in the activities organized by this student group.

For the *Tecmilenio Rosa* campaign, we coordinated activations with 25 campuses where staff and students made the shape of the pink ribbon in their sports areas. As part of the Orange November, 25 campuses participated, **impacting a total of 4,004 people**, including students, faculty, and staff.



Training and support for HeForShe chapters

One of the commitments made as part of the agreement between the Tecnológico de Monterrey and HeForShe is to increase the number of student groups promoting a culture of equality and gender violence prevention. As a result, in 2022, we conducted a pilot program to launch HeForShe chapters at Tecmilenio to encourage the student population to engage in activities that promote gender equity. Since then, this initiative has become an official student group.

From August to December 2023, 16 campuses had an active student group, which rolled out a total of 89 activities that impacted 4,700 people throughout the Tecmilenio community. The campuses involved included Chihuahua, Puebla, Ferrería, Guadalupe, Laguna, Mérida, Nuevo Laredo, Querétaro, Reynosa, San Luis Potosí, San Nicolás, Toluca, Veracruz, Villahermosa, Las Torres, and Guadalajara.



During this semester, these activities covered a number of topics, including breast cancer prevention in October, awareness and education on gender-based violence against women as part of Orange November, Day of the Dead altars to honor victims of femicide, recognition of men as active participants in the fight against gender inequality, awareness sessions and collective actions on menstrual health, and support for various causes and collectives, among others.

Human dignity training program for employees

In collaboration with the Talent department, we designed the **Human Dignity Training Program for Employees**, the goal of which is to delve deeper into priority topics. We divided our audiences into four groups, based on their stakeholders: Prospects, Students (Academia), Students (Services, such as VIVE, library, etc.) and Employees. Each group participated in three sessions covering the following topics: Gender Violence, Diversity and Inclusion, and Unconscious Biases. Each session was tailored to provide specific tools based on their specific stakeholders. At the end of the course, a plenary session on Culture of Peace was offered to all four groups.

	Unconscious Biases*	Gender Violence*	Diversity and Inclusion*	Culture of Peace*
Prospects	0	0	0	
Students (Academia)	50	174	60	
Students (Services)	106	55	22	103
Employees	90	40	20	

*People who attended each session

Addressing gender violence

Cases addressed via the protocol to prevent and address gender violence

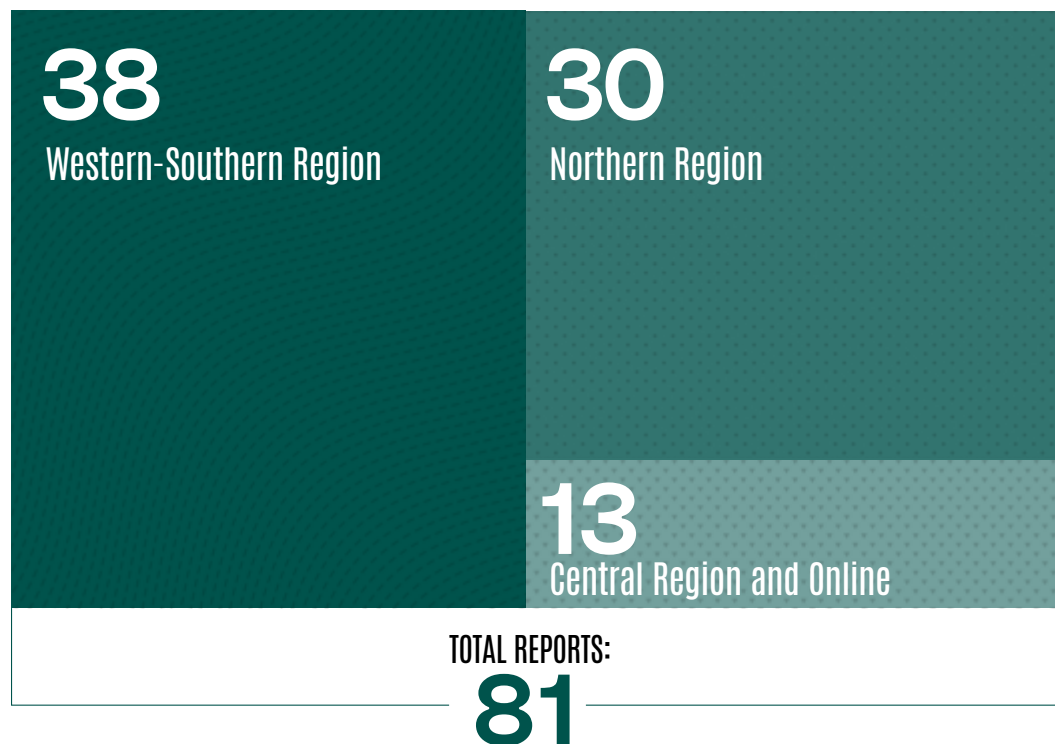
In 2023, the Office of Inclusion and Safe Community handled 81 cases of gender violence through the Protocol to Prevent and Address Gender Violence, with a total of 248 sessions, including the initial contact sessions for situations where there have been violations of human dignity that did not meet the classification criteria for cases addressed using the Protocol.

The distribution of cases addressed by the Protocol this year is as follows:

13 cases in the Central Region and Online (14%); 30 cases in the Northern Region (38%); and the highest number of cases was found in the South-Western Region, with 38 cases being addressed using the Protocol (48%), nearly half of the total cases addressed throughout the year.

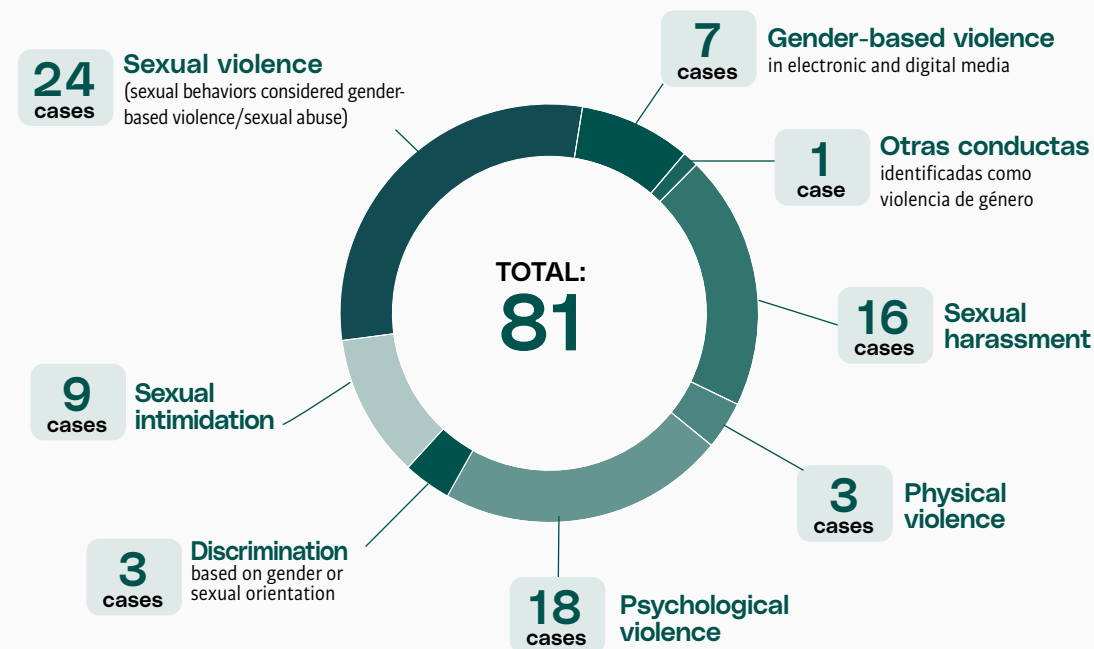
In terms of the campuses in each region with the highest number of cases, the following results were identified: Northern Region: 17% in Cumbres, 13% in Las Torres, 10% in San Luis Potosí, and 10% in Chihuahua. Central Region and Online: 77% in Ferrería, with the remaining cases distributed among online campuses and 23% in Cuautitlán. The South-Western Region was the region with the highest number of cases: 21% in Guadalajara, 13% in Querétaro, 13% in Zapopan, and 11% in Puebla.

Casos atendidos por Protocolo de Actuación para la Prevención y Atención de la Violencia de Género



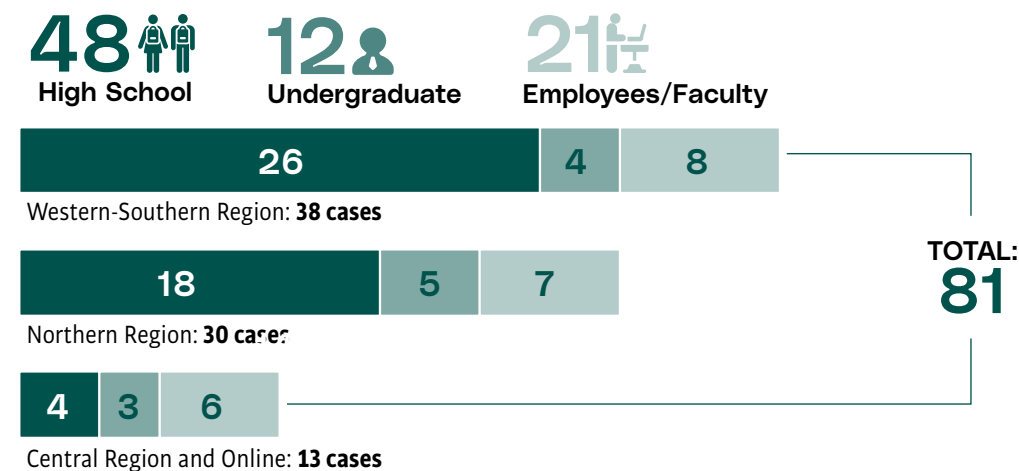
Sub-classification of cases addressed via the protocol

Of the 81 cases mentioned, the violent behaviors, in order of recorded prevalence, that are contemplated in this year's report are:



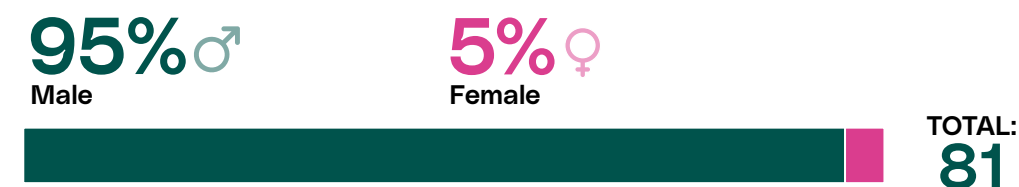
Regarding the relationship between the reported persons and the institution, of all the cases we attended, 59% were high school students; 26% were teachers or collaborators; and 15% were professional level students.

Relationship with the institution of the person reporting via the protocol



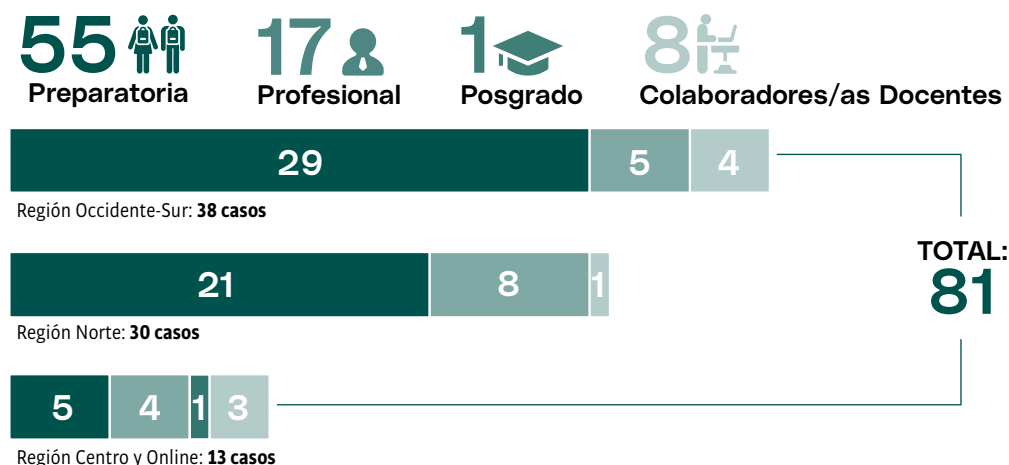
Sex of the person reported for cases attended by Protocol

There are no records of people with another gender identity.



Regarding the relationship between the people who made the report and the institution, of all the cases attended, **68%** belong to high school, **21%** to the professional level, **10%** are teachers or collaborators and only **1%** are graduates.

Relationship with the institution of the person who reports cases handled by Protocol



Sex of the person reporting cases attended by Protocol



There are no records of people with another gender identity.

Of the sanctions outlined in the Protocol, the most common for students was suspension, accounting for **20%** of the cases addressed, followed by the loss of rights and conditioning with **19%**. For employees, **7%** of the reports resulted in termination. It is also important to note that, in **17%** of cases, the student or employee left the institution before the Protocol process was concluded. Furthermore, **6%** were resolved through alternative conflict resolution mechanisms contained within the Protocol.

Sanctions applied in cases addressed via the protocol

Sanctions	Total
Loss of rights and conditioning (students)	19%
Suspension (students)	20%
Expulsion	5%
Training measure (students)	5%
Alternative measure*	6%
Administrative reprimand (employees)	2%
Disassociation	7%
The student withdrew from his or her studies prior to receiving official notification of the report	17%
No elements were found for a sanction to be implemented	14%
Reprimand	2.5%
Specific Recommendations	2.5%

*Alternative measures do not apply in cases of sexual violence.

Major challenges

We saw a significant increase in the number of gender violence cases being reported, and we believe this is because the official channels for reporting such cases have become more accessible and better known within the community.

On the other hand, we found that although there were twice as many activations of the protocol compared to last year, not all the guidance provided for gender violence situations resulted in the activation of the Protocol. This may be due to multiple factors; however, we also face the challenge of gaining the community's trust with regard to the Protocol, as it can often seem like an inaccessible process. A challenge we need to continue working on is to properly and consistently communicate information about the Office of Inclusion and Safe Community, as well as the official reporting channels and the training and awareness activities we offer.



TecSalud is a system that integrates clinical, educational, and research services through its medical-academic centers, comprising the School of Medicine and Health Sciences, the TecSalud Foundation, the San José and Zambrano Hellion hospitals, and the specialty institutes located in Monterrey, Nuevo León.

National training strategy

At TecSalud, the student community, as well as clinical, academic, administrative, and operational staff, play a wide range of roles and have specific needs. To effectively address these, we established the Office of Preventive and Educational Strategies at the Center for the Recognition of Human Dignity for TecSalud and the School of Medicine and Health Sciences, which began operations in August 2023.

Its core goal is to develop strategies to mitigate and address cases, as well as designing educational and preventive strategies with a focus on gender violence and violations of human dignity. Since this is a recent initiative, it is currently identifying needs and conducting a detailed assessment to design strategies that are tailored for TecSalud..

The data from this year (August-December) focusing on addressing and preventing gender violence is outlined below:

- Human Dignity Support Points facilitated 106 guidance sessions.
- 76% of assistance provided at TecSalud was related to gender violence.
- As a result of these guidance sessions, 3 cases activated the formal Protocol process, with outcomes including termination, corrective measures, and suspension.

*Due to the limited number of cases and to protect confidentiality, the information is presented in a general manner.

Preventive and training activities for TecSalud:

- We coordinated over 30 activities through our Support Points, including conferences, courses, activations, and talks on topics such as human dignity, gender violence, and diversity, equality, equity, and belonging.
 - We conducted preventive sessions at the TecSalud School of Medicine.
- We participated in Week 18 through a national Student Educational Strategy, providing content to address the concept of cultural humility as a starting point for reflection across all health-related programs:
 - 1st semester: All programs at the National School of Medicine and Health Sciences (Canvas).
 - 3rd semester: All programs at the School of Medicine and Health Sciences (Monterrey and Mexico City) via Support Points at the Center for the Recognition of Human Dignity..
 - 5th semester: All programs at the National School of Medicine and Health Sciences via Support Points at the Center for the Recognition of Human Dignity.



Major challenges:

- Raise the visibility of the Center for the Recognition of Human Dignity and its activities among the TecSalud community to increase awareness and understanding of both the Center and its initiatives to drive participation in and support of its programs.
- Foster a culture of trust in reporting cases related to human dignity in order to create a safe and supportive environment at TecSalud, one in which people feel comfortable and secure in reporting cases of gender violence or other violations of human dignity, thus increasing the timely detection and response to such cases.
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CLOSING REMARKS

During 2023, we drafted Preliminary Reports to quickly and closely communicate to our community the cases we addressed regarding gender violence.

[PRELIMINARY REPORT FEBRUARY-JUNE 2023](#)

[PRELIMINARY REPORT AUGUST-DECEMBER 2023](#)

In addition to fulfilling our commitment to transparency, these Reports allow us to analyze gender violence within each institution—Tec de Monterrey, PrepaTec, TecSalud, and Tecmilenio—and develop differentiated preventive strategies accordingly.

Sexual violence represents the greatest challenge among the types of violence reported under the Protocol, as it often occurs in intimate settings. Those affected experience emotional and social strain, which is why we greatly value when someone steps forward to file a Protocol report. We are fully committed to providing them with empathetic and professional support.

Gender violence concerns everyone, which is why, this year, we have developed psychoeducational programs focusing on masculinities for those who have been involved in a Protocol process.

As an institution, we must build a culture of trust around reporting situations relating to violence, in addition to continuing to strive to ensure people have confidence in institutional mechanisms, making the university a place of development and growth for all.

Our community consists of critical and reflective voices committed to supporting this effort. We would like to take this opportunity to invite everyone to continue participating in the activities we organize, proposing actions, contributing ideas, and analyzing the information in this and previous Transparency Reports. Above all, we encourage you to remain active witnesses to any situation of violence.

We want to express our gratitude to those who have shared their experiences with us. You motivate us to improve and better understand the dynamics of gender violence. We would also like to thank the experts at our Support Points for the work they do on a daily basis, not to mention their commitment and contributions to creating a better Tec.

Office of Gender and Safe
Community Team

What to do in a situation of gender violence?

Care route in the event of gender violence or violation of human dignity:

CONTACT:

✓ ETHOS

✓ TECSERVICES

✓ TQUEREMOS

✓ SUPPORT POINTS



FIRST RESPONSE:



Information on the Protocol for Action for the Prevention and Response to Gender Violence*.

RESOLUTION:

There are 3 possible lines of action from here:



- A** It is not gender violence:
 - a. We document the case..
 - b. End of the process.
- B** It is gender violence, but the Action Protocol for the Prevention and Attention of Gender Violence* is NOT activated because the person who reports decides not to do so:
 - a. We document the case..
 - b. End of the process.
- C** It is gender violence and the Action Protocol for the Prevention and Attention of Gender Violence is activated*:
 - a. Receipt of report
 - b. Notification and response
 - c. Investigation
 - d. Hearing
 - e. Presentation
 - f. Resolution
 - g. Follow-up and closure.

*Review the protocol in the following link: <https://tec.mx/sites/default/files/2020-11/Protocolo-Violencia-Genero-09112020.pdf>

APPENDICES

Glossary

Types of Gender Violence:

- **Sexual abuse:** This is committed by an individual who performs an erotic or sexual act on another person without the latter's consent and without the purpose of reaching intercourse, or an individual who performs it in a person's presence or who makes said person perform it on them or on another person.
- **Sexual harassment:** This is any sexual violence that involves the use of verbal, gestural or physical behaviors of a sexual nature or with sexual and/or intimate connotations, the purpose or effect of which is to impinge upon the dignity of a person or his or her physical and/or psychological well-being, especially when this occurs within an intimidating, degrading or offensive environment. Sexual harassment arises within a horizontal relationship, one in which there is no relationship of subordination. As such, sexual harassment occurs among colleagues at schools or in workplaces and where there is a state of coercion.
- **Gender discrimination:** This is the differentiation, exclusion, restriction or preference, through action or omission, with or without intent, which is not objective, rational or proportional, or the goal or result of which is to hinder, restrict, impede, undermine or annul the recognition, benefit or exercise of human rights and liberties based on gender.
- **Violation of human dignity:** This is when the human rights enshrined in the Constitution of the United Mexican States, the Universal Declaration of Human Rights and any international treaties ratified by the Mexican state are violated.
- **Sexual hostility:** This is any sexual violence that is produced in a vertical relationship, i.e., a hierarchical one (authority-subordination) and that may occur within a workplace or educational setting. The aggressor takes advantage of his or her position of authority over the subordinate. It is expressed through verbal and/or physical behaviors that are related to sexuality and, as such, have a lascivious connotation..
- **Attempted rape:** This occurs when an individual tries to have a non-consensual sexual relationship through the use

of force or threats.

- **Rape:** This refers to vaginal, anal or oral penetration, of a sexual nature, of the body of another person without that person's consent, with any part of the body or an object, including using physical violence and putting the victim in a situation in which they cannot refuse or in which they are forced to accept out of fear.
- **Gender violence:** This refers to acts or omissions, deemed to be violent or discriminatory on the grounds of gender or sex, perpetrated by an individual or a group of individuals against another person, leading to physical, sexual, psychological or moral damage.
- **Sexual violence:** This is any act or behavior that demeans or damages the body or sexuality of another person, and which, as such, impinges upon their freedom, dignity and physical integrity. In some cases, this type of violence may be accompanied by an abuse of power stemming from the position of authority exercised by the person reported or alleged perpetrator over the person filing the report.

Sanctions

- **Administrative warning:** This is for teachers, employees and third parties out with the Tecnológico de Monterrey community. Reprimands, corrective measures or conditioning will be documented in administrative warnings that will be drafted to serve as evidence, identify and punish those behaviors and acts of gender violence committed by the person reported.
- **Reprimand:** This is a warning that is given verbally or in writing and included in the administrative records or file, as applicable.
- **Dismissal:** This is the permanent exclusion from the Tecnológico de Monterrey as an institution, meaning that there is no possibility of the person dismissed returning to one of the Tecnológico de Monterrey's campuses or institutions.
- **Conditioning:** This is when their tenure at the Tecnológico de Monterrey is contingent upon them not committing an act that is deemed to be gender violence again..

- **Disassociation:** This is the termination of an employment contract based on recommendations made by the Advisory Committee. This type of sanction or consequence applies to teachers and workers at the Tecnológico de Monterrey who have committed an act that merits this sanction. This sanction is executed in coordination with the Talent and Experience department and signifies the termination of the employment contract.
- **Corrective measure:** This consists of imposing obligations or conditions on a teacher, student, employee or any member of the Tecnológico de Monterrey community in order to educate them about the negative impact of their behavior.
- **Loss of rights:** This is the limitation of the benefits the student may have had access to in the event of behaving correctly or complying with the standards, policies, guidelines or any other valid document at the Tecnológico de Monterrey.
- **Suspension of services:** This is a sanction that applies only to students, meaning that they may not use the institution's facilities nor access its services or regular activities..
- **Suspension:** This involves banning the student being sanctioned from participating in all activities within the institution, in addition to not being able to use its facilities nor access the services offered by the Tecnológico de Monterrey.

SUPPORT POINTS AT TEC AND TECMILENIO

We want to hear from you:

Directory of Center and Support Points:

[LA-PERSPECTIVA-DE-GENERO-AL-CENTRO](#)

We fully understand the importance of listening to all voices within the Tec community and their needs. To achieve this, we have a number of permanent lines of contact:

Email address for addressing gender violence:

ESCUCHANDOTE@ITESM.MX

ESCUCHANDOTE@TECMILENIO.MX

E-mail addresses for general inquiries:

CENTRODIGNIDADHUMANA@ITESM.MX

CENTRODIGNIDADHUMANA@TECMILENIO.MX

Report cases of human dignity violations or gender violence:

[ETHOS](#)

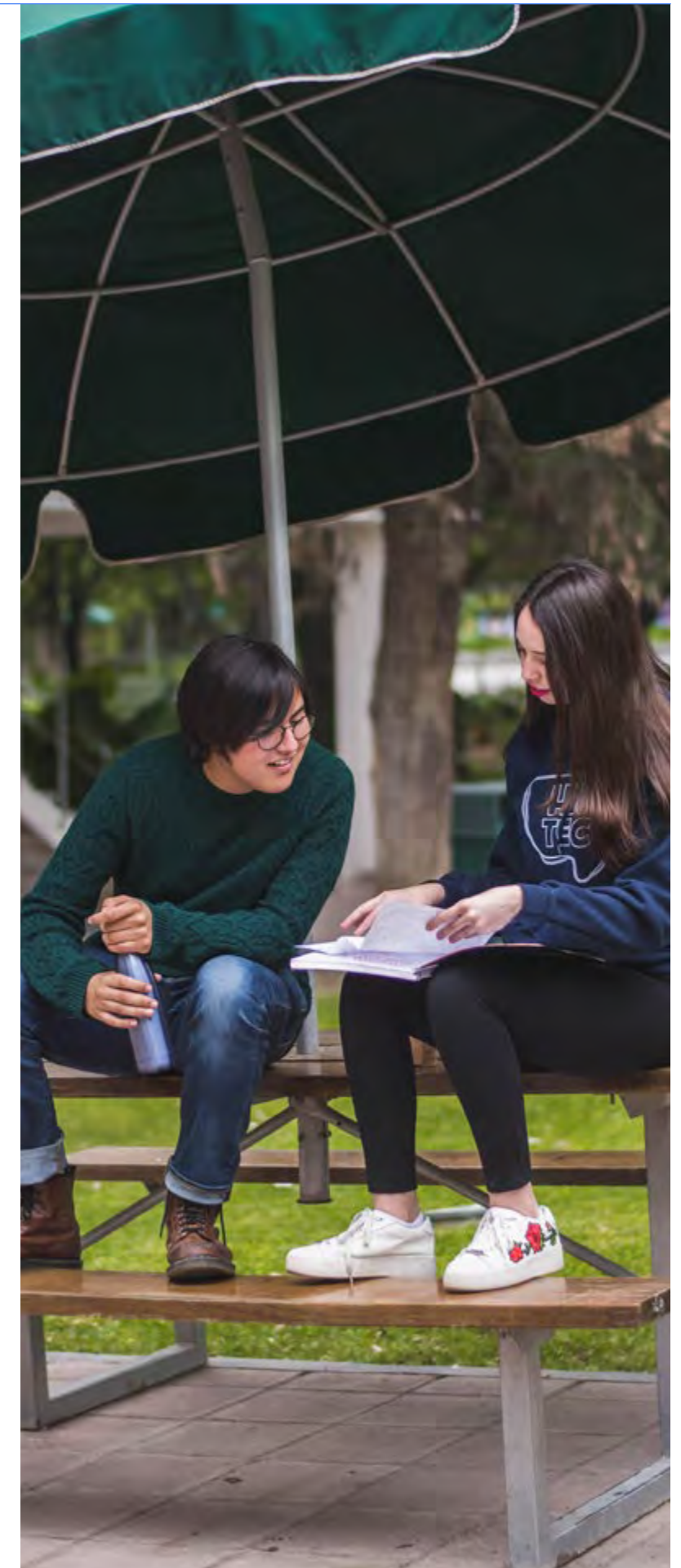
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And in the following areas, together we continue to build spaces free of gender violence:

- LiFE
- Protect
- TecSalud
- Tecmilenio
- PrepaTec



ABOUT THE TECNOLÓGICO DE MONTERREY

[The Tecnológico de Monterrey](#) is a private, non-profit multicampus university system. Since it was founded in 1943, it has been renowned for its academic excellence, educational innovation, entrepreneurship and internationalization, not to mention its industry and employer outreach programs and its large-scale capacity. It has campuses in 32 cities and 20 states in Mexico, more than 62,000 undergraduate and postgraduate students, almost 7,000 faculty members, and more than 27,000 high-school students and 2,500 high-school teachers.

It has been accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC) since 1950. According to QS World University Rankings (2025), it is ranked 185th in the world. The Times Higher Education (THE) Latin America University Rankings (2023) ranked it 4th in Latin America and 1st in Mexico. THE Global University Employability Ranking positions it at number 85 in the world and number 1 in Mexico. The Top Schools for Entrepreneurship Ranking (2024) from the Princeton Review, and Entrepreneur ranked it 6th in terms of its undergraduate entrepreneurship programs. It is a member of numerous prestigious international networks, including the Association of Pacific Rim Universities (APRU), Universitas 21 (U21) and The Worldwide Universities Network (WUN), among others.

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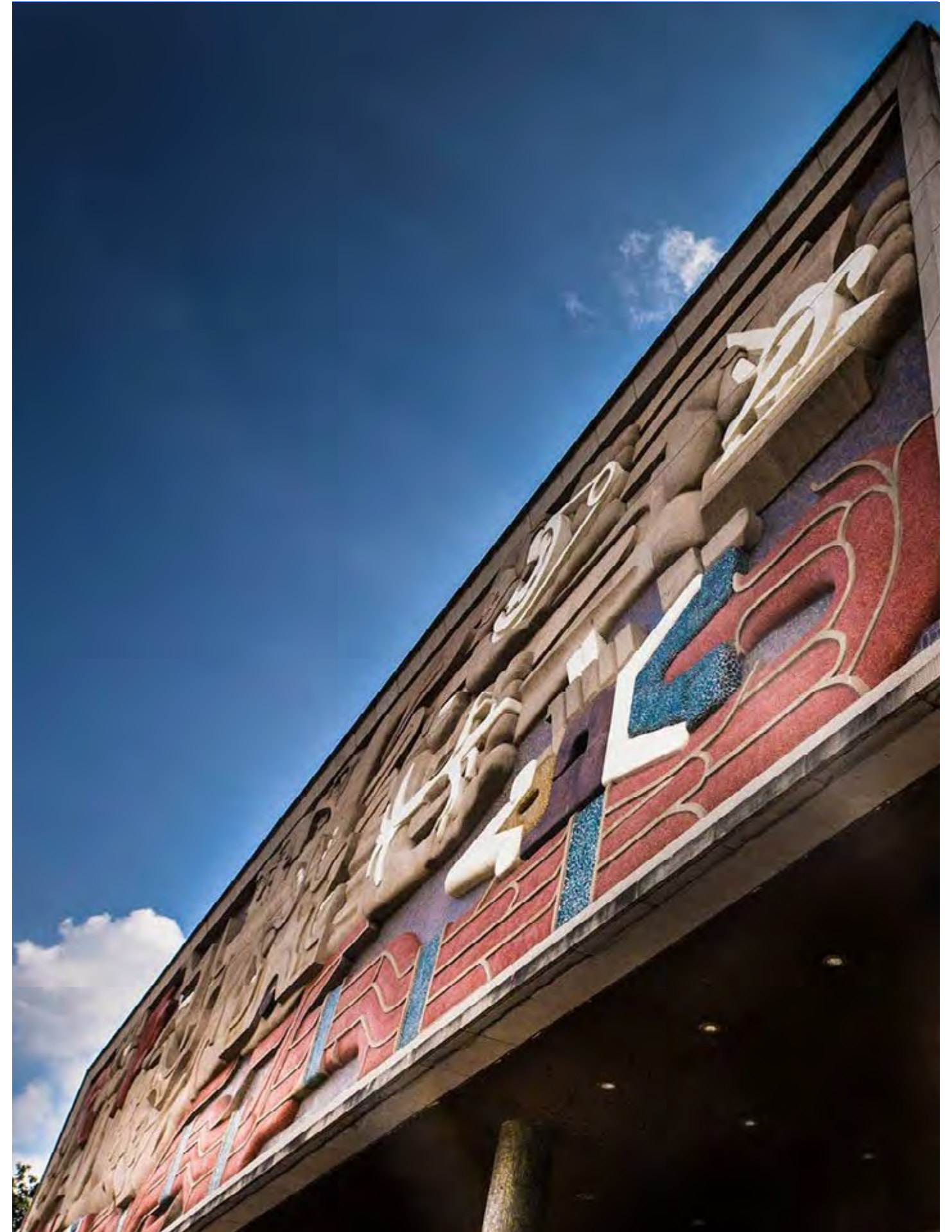
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Transparency Report

2023

