

Médecins du Monde's Response to the Claims Raised During the April 22, 2025 Strike

May 7 2025



1. Recognition of Level Progressions in 2025 and Consideration of Salary Revaluation

In a social context that has been severely tested over the past three years, Médecins du Monde has chosen to prioritize collective solidarity through significant decisions that run counter to the difficult circumstances experienced by our partners and peers in the sector.

In this regard, Médecins du Monde has allocated a considerable share of its resources to the continuous improvement of working conditions and environments for its employees and stakeholders, including:

- A substantial general salary increase of 14% over the past three years (2022, 2023, 2024), amounting to €6,054,799;
- A major advancement in employee rights and benefits, fully aligned with the Association's values, through full employer coverage of the mutual insurance (100% vs. the initially planned 50%), with an estimated annual cost of €737,641.89; • During the General Assembly on June 8, 2024 in Bordeaux, and upon the Board's proposal, members voted to create a new project reserve aimed at funding quality of life and working conditions initiatives. €3 million were allocated for training, psychological support, social diagnostics, conflict management, etc.—all concrete measures designed to meet the expectations and needs of staff;
- A committed and prioritized effort with the Works Council to revise the job classification grid;
- For the first time, a dedicated envelope of €150,000 was secured in the budget to enable a collective repositioning campaign for national employees on international missions, whose jobs are most impacted by the current crisis;
- Following an internal global alert and a request from the Works Council approved by Management, an external consultancy mission was launched—co-constructed with the Works Council—using a €70,000 envelope from the QVCT reserve. Entrusted to Qualisocial, the mission aims to provide an impartial diagnosis of Médecins du Monde's organizational situation through four phases: analysis of 2023–2025 history, evaluation of actions taken and their awareness, a quantitative survey (320 respondents, 54% participation), and qualitative focus groups. This analysis has helped identify priority areas for transformation. It will lead to a global action plan to sustainably improve the organizational culture and staff well-being, which will be presented during the upcoming JMDM;
- This year, as a precaution in the face of economic challenges heavily impacting the sector and already affecting international staff, Management was forced to make difficult but necessary decisions—most notably, as allowed by our internal agreement, the freezing of repositionings for one year.

While it's understandable that this measure may have caused dissatisfaction among those affected, this decision is part of a broader reflection on the collective balance we must preserve in an uncertain economic context.

These issues go far beyond the matter of repositionings alone; they concern the overall stability of our organization and our ability to sustain our operational commitments in this context. To responsibly plan



ahead, we need to finalize the 2025 revised budget exercise, which will enable us to adjust our decisions accordingly. Based on this analysis and the associated projections, discussions will continue with the Works Council, our legitimate and privileged interlocutor on these matters, as part of a regular, transparent, and constructive dialogue.

2. A Reform of the Job Classification Grid Including Repositionings

We inform you that this work is already underway, with the full involvement of the Works Council. A significant budget was negotiated to support this important initiative.

Additionally, a position was created for a Human Resources Officer in charge of Jobs and Career Path Management (GEPP), in response to mobility and training challenges and to contribute to the redefinition of the job classification grid. Both projects are progressing daily and are being discussed collaboratively in several steering committees (COPILs).

A review of the different skill level definitions is also planned, particularly the term “partial mastery of the position.” It should be clarified that this term is not intended to devalue the individuals concerned but rather to indicate room for growth and support skills development, which is naturally part of professional experience.

3. Organizing a Real Discussion on MdM's Financial Situation

Médecins du Monde has demonstrated the highest level of transparency by clearly identifying its operational priorities under Strategic Plan No. 2, revised following Trump's abrupt announcements.

This plan is the result of a fully cross-functional and collaborative process and was the subject of dedicated discussions within the Executive Committee (CODIR). The CODIR has therefore reaffirmed these priorities and the need to maintain crucial investments for the future of the association and the working conditions of its employees.

- The CODIR remains highly vigilant regarding the evolving context and continues to adapt the organization accordingly. However, as of now, the priority planning remains valid through May 2026;
- Specific attention is being paid to workloads, and some project timelines will be adjusted. This is not the case for the GEPP project, which is already underway and will maintain a steady pace to meet the expectations expressed by staff, including managers.

As for the exceptional use of external service providers, it is always based on a detailed set of specifications, a pre-defined budget, and a systematic evaluation of the expected added value, in accordance with the procurement policy. These external services address needs for advanced expertise in specialized areas (cybersecurity, change management in complex environments, ERP) and do not replace the responsibilities of management or influence MdM's political, social, or operational decisions.

Finally, several concrete measures have already been taken to anticipate the economic situation (freezing of exploratory missions, reduced conference travel, cancellation of the "Faire Corps" event...).



The current economic context and its challenges have already been addressed during two dedicated information sessions. As explained at those times, the ongoing budget revision process will help adjust MdM's budget to the situation.

4. Systematic Consultation of the Works Council on Decisions Affecting Professional Development and Quality of Work Life

At Médecins du Monde, the Works Council already holds powers well beyond those provided by general labor law, with binding opinions required on many consultation topics.

Management has always valued the involvement and contributions of the Works Council and its members, notably through the systematic establishment of joint working groups to ensure that field feedback is heard and considered.

This approach aims once again to foster collaborative work based on trust, dialogue, and transparency, and it has led to the successful implementation of many projects and advances for the benefit of both the Association and its employees.

The Works Council has thus been informed of the exceptional measures taken this year, including those related to repositionings. As announced during the April 29 information session, dialogue with the Works Council will continue—with the ongoing commitment to transparent communication about our collective challenges.

