

MSF Gender Pay Gap Report



5 April 2021

Medicines Sans Frontiers'



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Title photo: MSF Health Promotion in Vathy, Samos July 2020

Credit: Enri Canaj/Magnum Photos for MSF

Introduction

MSF is a leading international independent medical humanitarian organisation, dedicated to providing expert medical services to vulnerable populations at times of conflict or disaster. Gender and ethnicity equality is a fundamental human right, MSF is committed to ensuring gender and ethnicity equality within our organisation, through the medical care we provide and to be publicly accountable.

From 2017 organisations in the UK with 250 or more employees were required to report on their gender pay gaps on an annual basis. Reporting requirements were suspended in 2020 due to the COVID-19 pandemic and in 2020 MSF UK/IE also had less than 250 employees. The choice was made in 2020 to voluntarily report for continuity of data and to maintain the accountability whilst moving to closing the gap.

In 2021 our numbers decreased again, on the snapshot date MSF UK/IE had 224 employees. Historically we have included all MSF Ireland staff in the report, as they were provided an MSF UK contract. As of December 2020, the MSF IE office staff moved to their own contracts and therefore are no longer included in this report. The MSF IE field staff continue to work under a UK contract and remain included. This report includes employees that work locally within the UK, along with employees that work internationally in the field. Out of the 224 people employed on the snapshot date, 84 employees were working internationally, these employees fall under the reporting requirements for the UK.

In addition to reporting on the gender pay gap, for 2021 we are reporting on our ethnicity pay gap. At present there is no governmental reporting requirements, however MSF is committed to identify where disadvantaged groups are experiencing inequities, and committing to correcting this.

This year the report is more detailed, transparent and includes what we are currently doing and an action plan to close the gender pay gap within MSF UK/IE.

Reporting on Gender Pay Gap

The Gender Pay Gap is an attempt to 'show the difference in average earning between women and men'.¹ Gender Pay Gap is not comparing people in the same jobs, rather an average across the organization and giving an indication on if men tend to occupy higher-paying roles. The gender pay gap (GPG) is expressed as a percentage of men's earnings e.g. women earn 10 percent less than men.²

Employers must report on specific data, they are:

- 1. Mean gender pay gap**
- 2. Median gender pay gap**
- 3. Mean bonus gender pay gap**
- 4. Median bonus gender pay gap**
- 5. Proportion of males receiving a bonus payment**
- 6. Proportion of females receiving a bonus payment**
- 7. Proportion of males and females in each quartile pay band**

Staff employed by MSF UK/IE were split into two categories:

Full Pay Relevant – Employed on the snapshot date and paid full basic pay.

Relevant – Employed on the snapshot date but paid less than regular basic pay due to leave or contract start/end date during the month resulting in a pro-rata payment. We divided the categories to better compare our office-based and international field staff, and our UK and Ireland offices.

¹ [UK gender pay gap - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

² Legislation.gov.uk. (n.d.). Equality Act 2010. [online] Available at:

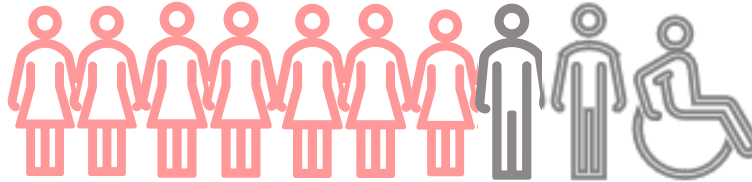
<http://www.legislation.gov.uk/ukpga/2010/15/contents>

MSF UK/IE Gender Pay Gap 2021 data

Below are some highlights from our Gender Pay Gap Report.

RELEVANT STAFF

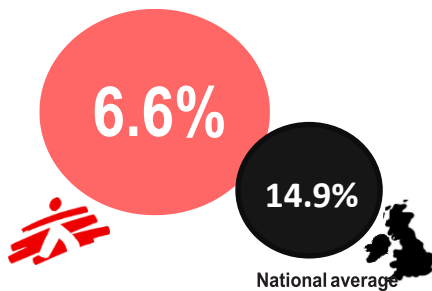
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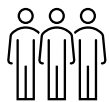
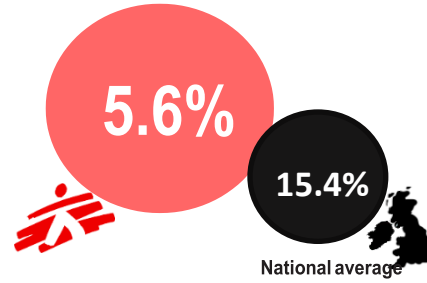
69% Female

31% Male

MEAN GENDER PAY GAP



MEDIAN GENDER PAY GAP

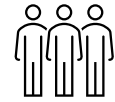


MEAN BONUS GENDER PAY GAP

11.36%

MEDIAN BONUS GENDER PAY GAP

42.42%



PORTION OF FEMALES RECEIVING BONUS

22.15%



PORTION OF MALES RECEIVING BONUS

31.43%



LOWER PAY QUARTILE

70% WOMEN
30% MEN



LOWER-MID PAY QUARTILE

76% WOMEN
24% MEN



UPPER-MID PAY QUARTILE

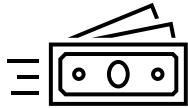
66% WOMEN
34% MEN



UPPER PAY QUARTILE

64% WOMEN
36% MEN

Additional Gender Pay Gap data



Management team is 50% Male and 50% Female

Leadership team in MSF Office 36% Male and 64% Female

2020-2021 Leadership course had a 69% female attendance rate

Part time introduced for Field staff in 2021
UK Office 26 Part timers, 23 Women & 3 Male

67.8% of field staff received a bonus.
63% of Men and 75% Women



Description: Advanced HIV/management in Homa Bay

Credit: Patrick Meinhardt

Mean and Median Gender Pay Gap

The MSF UK/IE mean gender pay gap is 6.6 percent and the median pay gap is 5.6 percent.

The mean gender pay is the difference between the average hourly pay for women compared to men. The median is the middle value within the pay range of women compared to men.

There has been a decline of 6.3 percent for the mean and 5.9 percent for the median since 2020, which is close to a 50 percent decrease. In 2021, our highest paid employee in the Office changed from a female to a male, regardless of this our gender pay gap still decreased, the decrease in the gender pay gap can be linked to many factors including; the Irish Office being changed from UK to Irish contracts from December 2020 and therefore no longer included in the relevant dataset, a consistent decrease in departing field staff and with that returning staff from 2020-2021, the introduction of part time work in the field and high female promotions over the year.

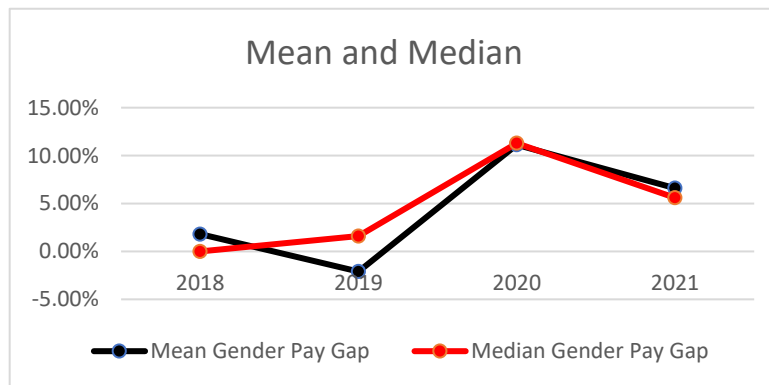


Figure 1: MSF mean and Median from 2018 -2021

Within this data set there are two separate payment systems utilized for Office and Field. To better understand the influence of each it is best review the separate mean and median.

	Mean	Median
Total	6.6%	5.6%
UK Office	12.9%	11.5%
UK Field	3.85%	-0.8%
IE Field	-14.1%	3.3%

For the UK and IE field there is a large gap between the mean and median. This implies that the data set is skewed by outliers, a high paid male for the UK and a high paid female for Ireland. Considering this, the median is a more reliable source as it cannot be skewed by these outliers. When referring to the median it suggests that the global pay model is fair, with the UK field being 0.8 percent advantage to women and 3 percent. More importantly, we are just 3 percent (or under) away from no gender pay gap.

MSF UK/IE field staff positions are apart of an international remuneration system that is based on the principles of: Equity, mutuality, coherence, being a responsible employer and volunteerism. It is informed by the international NGO market and the local job market of the staff member’s country of domicile. All new recruits go through a stage called indemnity, they are also scaled dependent on experience which is completed via a HRIS system to eliminate bias.

For the UK Office the mean and median are similar which confirms the accuracy of the data. However at upwards of 11 percent, it is closer to the national UK national average of 14.9 percent.

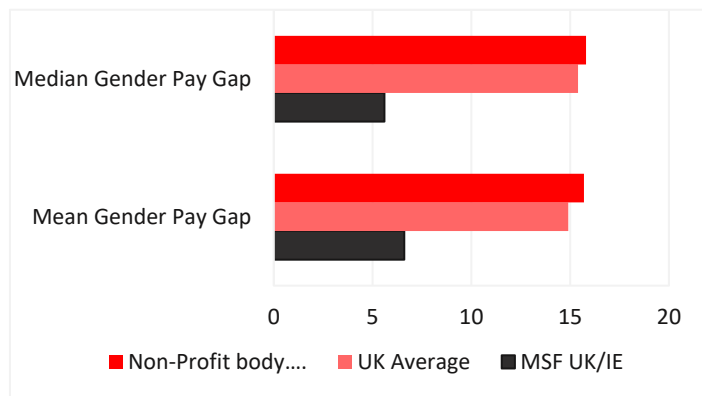


Figure 2: MSF UK/IE compared to other UK organisations, and Non-Profit body or mutual associations³

³ Office for National Statistics – Gender Pay Gap [Gender pay gap - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/employment-and-labour/money-pay-and-prices/gender-pay-gap) 02/11/2021 Nicola J White

When reviewing this alongside the quartiles of the Office found in Appendix 1A. there is a high representation of women in the lower quartile at 89 percent, in the upper there is a 50/50 split of male to female. This greater female presence in the lower quartiles would be having a large impact on the gender pay gap.

The large pay gap may suggest that the current payment system may have a negative influence and is potentially disadvantaging women working within the MSF Office. The office pay system is not as transparent as the field, most new employees start at the base level of the grade, depending on prior experience they have the possibility of starting up to step three of the grade with appropriate approvals.

MSF UK Office has a range of job titles that are characterised by their specialties, requiring knowledge and experience that is niche and are higher paying skills. Additional to this, with MSF being a global organization and a partner of the Netherlands office we often 'host' roles that predominately service an overseas office. These positions not only need to be benchmarked under MSF UK pay scale but the overseas office's as well, the two highest paid male roles in MSF UK/IE are under this umbrella.

It is important to highlight that within 2020 staff surveys, 75 percent of office staff feel they are rewarded fairly for what they do and 66 percent of field staff believe MSF provides fair pay considering the humanitarian identity. By the end of 2022 MSF UK/IE hopes to have a rewards review conducted, this is discussed further in the action plan section of this report however with the pay review we hope that there will be a further positive impact on the gender pay gap of the office.

Description: Responding to Severe Flooding in Old Fangak – South Sudan
Credit: Tetiana Gaiuk/MSF



Bonus Gender Pay Gap and Proportions

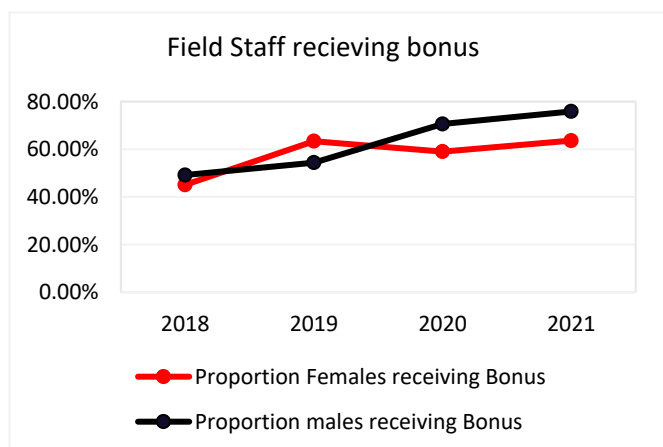
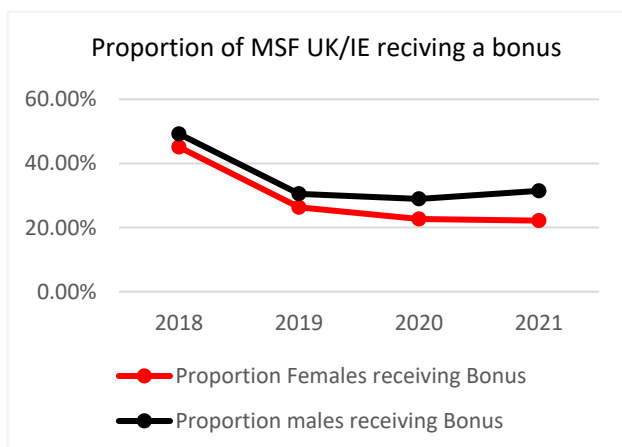
The MSF UK/IE mean bonus gender pay gap is 11.36 percent and the median bonus gender pay gap is 42.4 percent.

The proportion of females receiving a bonus is 22.15 percent, the proportion of males receiving a bonus is 31.43 percent.

Loyalty Bonus is the only bonus available at MSF UK/IE, it is additionally only available to field staff. It is a complex system that is based on an individual's field experience with MSF and their currently salary level. It is also measured and applied by a HR Information system so that there is no human bias in this.

*'It applies to all international staff and is counted irrespective of the position occupied. It measures the time spent in the field as international and national field staff with MSF. For every 12 months of this MSF field experience, the international staff receive 2% of the entry point salary of their current salary level (the salary level of the function they occupy at the moment of loyalty payment).'*⁴

Out of the 84 relevant field staff, 67 percent received a bonus, this equates to 25 percent of MSF UK/IE's relevant employees. With the amount of people receiving a bonus being so low, the smallest of changes can make a considerable impact on the data, you can see this displayed in figure five, with the mean and median crossing paths to vast changes in the data set from year to year.



⁴ [Loyalty Bonus | MSF](#)

Figure 3: Proportion of MSF UK/IE receiving a bonus

Figure 4: Proportion of Field staff receiving a bonus.

As seen in figure five, there is a large gap between the mean and median in 2021 and previous years, this implies the data set is skewed, in 2021 the mean is lower than the median, so it is skewed by low earners.⁵

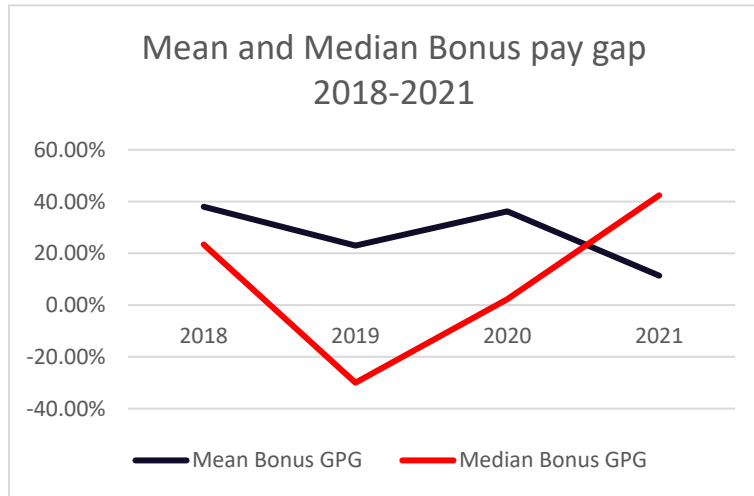


Figure 5: MSF UK/IE Mean and Median Gender Pay gap from 2018-2021

The reporting requirements for bonus' is to be an accumulation for the year prior leading up to the reporting date of April 5th. The MSF loyalty bonus is awarded on a monthly basis and is activated when they have completed a minimum amount of experience in the field with MSF. In 2021 there are a group of five females started earning a Loyalty Bonus in April 2021 skewing the data set and bringing the mean down and elevating the median.

Throughout the 12 months leading up to the April deadline, MSF UK/IE had 164 field employees departed to mission, 122 or 74 percent were returners, out of that 61 percent were female, showing that over the 12 months we have a high female returner rate, as seen in figure six. For the selected month of April 2021, out of those who are receiving a bonus the men are 10 percent more experienced in the field then the women. The average spot rate for men was 4.5% higher, this combined with the higher level of experience within the field is why the median is 42.4 percent.

⁵ [Gender pay gap reporting: How to calculate, publish, and communicate your gender pay gap \(cipd.co.uk\)](https://www.cipd.co.uk) Page 39

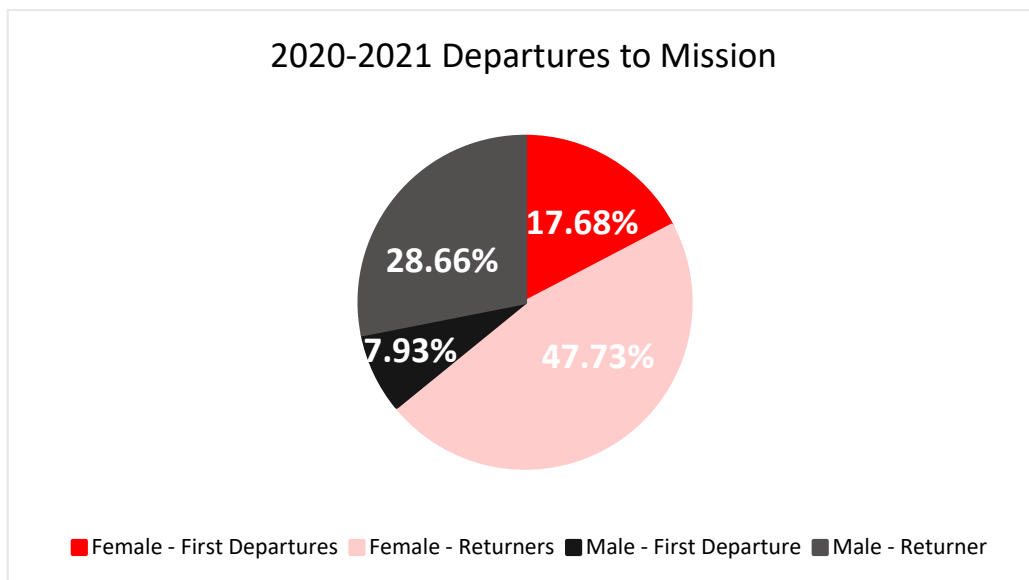




Figure 6: May 2020 to April 2021 Field returner and First Departure rates

Additional to this, it is possible that the Covid-19 outbreaks impacted on these figures. In the 2020 End of Assignment Survey 32 percent returned early from mission, a high number due to Covid.

 *"I was asked by the Operations Cell to return because in **a risky age** due to the COVID-19 situation."*

*"I left early due to Covid-19 severely **restricting travel options**, but did not resign and worked the remainder of my contract from home".*

*"Covid-19, project closure **was brought forward a couple of weeks** to enable field workers to **leave the country as soon as possible.**"*

Annual End Of Assignment Survey Report | United Kingdom - Results 2020 | Date of publication : August 2021  | Page 18

Although these percentages are high, history shows that it is often skewed by low and high outliers, this can fluctuate from year to year. As previously mentioned there is a total rewards review being conducted, we are hoping that this will assist the retention of staff and having a positive impact on the bonus gender pay gap and will ensure that we are working to close the gap. MSF UK/IE also work hard to supply a quarterly Leadership and Development Training, which in 2021 had a 69 percent female attendance rate, in the hopes to upskill our female employees and retain their skills. Please see the action plan for more detail.

Quartiles

Quartiles are measured by splitting the full-pay relevant staff into 4 quartiles; Lower, Lower Mid, Upper Mid and Upper. These quartiles show where the genders are distributed based on their hourly wage. For the gender pay gap to be close to zero each quartile should mirror the overall distribution, please refer to Appendix 1.A. for the quartile charts.

‘Compared to other sectors, charities have a much higher representation of women across all pay quartiles.’⁶ For MSF UK/IE the workforce is 69% women, and 31% men. When comparing the quartiles to last year in Figure 2. you can see that most remain unchanged apart from the Upper Quartile that has had an 11.4 percent decrease in Males and thus a 11.4 percent increase for females. Due to MSF UK/IE having such a small workforce, small changes can effect the Gender Pay Gap. This shift in a higher female percentage is directly linked to the Irish Office staff not being included in the report from 2021, the Introduction of part time hours for field staff and additionally 80 percent of the promotions given in the MSF UK office 2021 were to female.

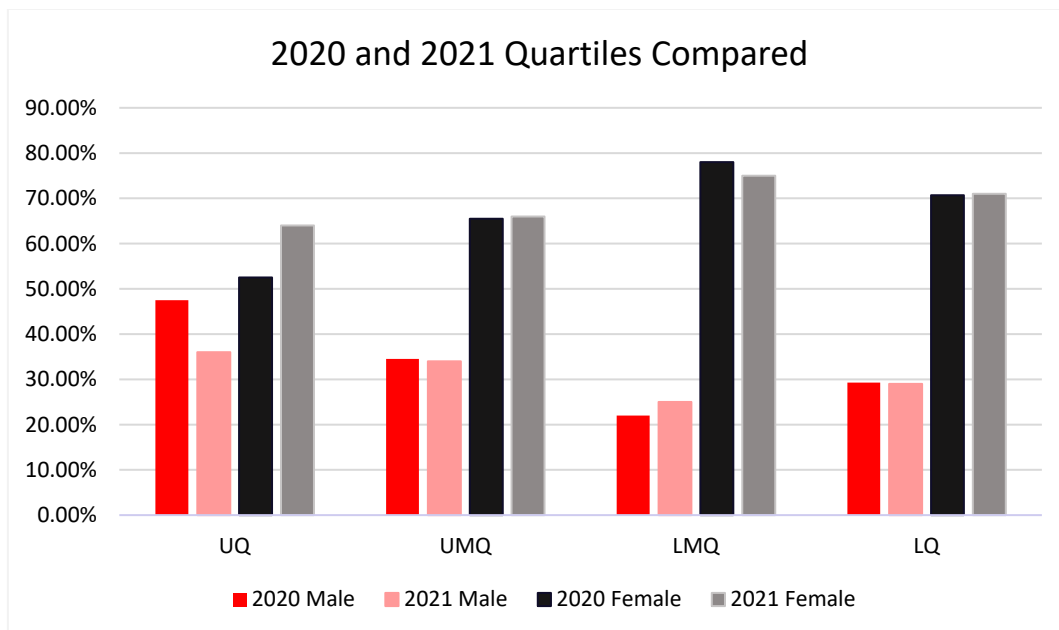


Figure 7. Comparison of Female and Males in Quartiles from 2020 to 2021

Although the higher percentage of females in the upper quartile is a positive, our highest paid person within MSF UK/IE has changed from a female to a male and we still have a high female

⁶ Gender Pay Gap in Large Charities: Findings from the Latest Data, Lisa Hornung, 22 July 2019, [Gender pay gap in large charities: findings from the latest data | NCVO Blogs](#)

presence in both the lower mid and lower quartile that has a significant effect of the gender pay gap. If we break it down into each section, UK Office, UK Field and IE Field it highlights where we can concentrate on evening out the workforce and reflect on current procedures and practices to drive change.

Some of the largest disparities show in the Ireland quartiles, however this is only a small workforce of 16 people, so the change of one person can completely change these quartiles. The UK Office Lower quartile is 89% female, you can see the flow on effect of this when looking at the overall quartiles, with the Lower Mid Quartile having a spike in females. As previously mentioned, compared to other sectors charities have a much higher representation, however this spike in numbers is something to be investigated further. When reflecting on our recruitment process, we have advancements to make in collecting diversity data, this way we can better understand the recruitment pool. This is apart of our Action plan for 2022 and we hope to have a better understanding in the 2022-2023 reporting years so that we can understand how the recruitment pool may be affecting our higher female presence at lower levels.

Ethnicity pay gap

Ethnicity pay gap is 'defined as the difference between the average hourly pay of ethnic minorities and white British people'⁷. Reporting on the ethnicity pay gap is not currently a legal requirement however MSF UK/IE understand the importance of recognising it and starting to do what we can do close the gap.

During 2021 and into 2022 MSF UK/IE have strived to collect more diversity data from employees and applicants. Out of the 223 full-pay relevant staff employed by MSF on the 5th of April 2021, 119 have shared diversity data with MSF, which is 53 percent. Of that 53 percent 19.5 percent identified within ethnic minority groups. Due to this small amount combined with MSF UK/IE's smaller workforce, if we break down the respondents into more detailed categorisation of ethnicity the data becomes too granular and MSF UK/IE risk having employees be identifiable and compromising confidentiality. For this reason MSF UK/IE are using a binary categorisation, this isn't our preferred method and we hope one day to be able to break the categories down further without compromising confidentiality.

⁷ Gender Pay Gap Reporting, CIPD, Sheila Wild, Page 59, [Gender pay gap reporting: How to calculate, publish, and communicate your gender pay gap \(cipd.co.uk\)](https://www.cipd.co.uk/knowledge/gender-pay-gap-reporting/how-to-calculate-publish-and-communicate-your-gender-pay-gap)

Additionally CIPD recommend introducing a minimum threshold of 10 respondents to share the data in that category⁸. Taking on this recommendation on we can only report on the mean and median ethnicity pay gap, as the other reporting suggestions of bonus and quartiles break this 19.5 percent down further. In years to come when we have more data available to us, we hope to be able to report more extensively.

	Mean	Median
	-11.8%	-9.5%
White	£19.72	£18.98
Ethnic Minorities groups	£22.05	£20.78

The mean and median show that ethnic minorities are at advantage. MSF UK/IE do not discriminate and employ based on qualifications and these statistics show this, as previously mentioned this is a small data set so small changes have a large effect. The highest hourly rate within this data set is of someone that identifies within ethnic minority groups, there is also a large portion of White (British) within the lower quartile, whilst the lowest hourly rate for the ethnic minority groups is in the lower mid quartile. Apart of a rewards review planned for later in the year, there is an overlap with Tackling institutional discrimination and racism within MSF, that includes the review of staff reward, including remuneration and benefits⁹.

In June 2020, a statement was made regarding MSF UK’s commitment to addressing institutional racism¹⁰. It emphasized MSF’s commitment to ensure MSF employees are treated with equity and respect, these commitments are also apart of MSF UK/IE’s strategic direction from 2020-2023. In 2021 Antiracism Consultant – Sabrina Jefralie joined the team to direct MSF UK/IE towards these commitments. ‘Brave spaces’ were conducted to discuss racism and encourage the review of antiracism resources, during work hours.

MSF UK/IE ensure that interview panels are as diverse as possible. In 2022 onwards, we have a working group currently creating ways for employees and applicants to disclose and share diversity data in a safe and supportive environment, so that we can improve the respondent rates.

⁸ Ethnicity Pay Reporting: A guide for UK employers, CIPD, Dr Duncan Brown Page 18, [*Ethnicity pay reporting: a guide for UK employers \(cipd.co.uk\)](#)

⁹ [Tackling institutional discrimination and racism within MSF | MSF](#)

¹⁰ [MSF UK’s commitment to addressing institutional racism | MSF UK](#)

What are MSF currently doing to encourage a lower gender pay gap

Recruitment

MSF does a lot already in the recruitment space to encourage diversity and close the gender pay gap. During the recruitment period MSF UK/IE ensure that we include multiple women in the shortlists for recruitment and promotion and we often recruit returners. For field staff the candidates are triaged by technical validation to ensure they have the correct skills required. The interviews are structured with job specific questioning, when available a diverse panel is planned with different genders, ethnicity and departments, and during the recruitment process skill based testing is complete. All of these are effective and promising actions that assist in reducing the gender pay gap as provided Government Equalities Office. ¹¹

Leadership and development training and annual reviews

We conduct leadership training quarterly for both office and field, there is a lot of effort put into advertising and promoting this training amongst field and office staff, we wish to develop and upskill our workforce and ensure that they have the skills to advance to leadership positions. In the 2020 to 2021 period the leadership course had a 69 percent female attendance rate.

On an annual basis self assessment and performance reviews are conducted in parallel with the annual remuneration review, we also have bi annual 360 reviews which allows for others to provide feedback on staff.

Mental Health and wellbeing

MSF UK/IE put mental health and wellbeing of staff at a priority. We have many benefits available to staff to assist with maintaining a healthy mental wellbeing including; Employee Assistance Program; Access to the Headspace App; Summer Hours; throughout 2020-2021 Covid Hours was introduced (similar to summer hours) and specifically for the field staff there is Psychosocial Care Unit (PSCU) and Volunteer Link.

For the office in 2021 there was a Wellbeing working group created that encouraged mindfulness, wellbeing and mental health. It encouraged workplace connection again after

¹¹Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employees [Evidence-based actions for employers.pdf \(gender-pay-gap.service.gov.uk\)](#)

'working from home' became the new normal. Covid Hours was introduced which allowed staff to log on up to 2 hours later on a Monday or early on a Friday to encourage work life balance. In a 2020 MSF UK/IE staff engagement survey of office staff, 93% of staff responded positively to the statement 'MSF UK/IE give a high priority to employee wellbeing' and 79% to 'MSF UK/IE helps employees achieve a good work life balance'.

Question	2020 Overall Positive %
27. MSF UK/IE gives a high priority to employee wellbeing	93
23. MSF UK/IE helps employees to achieve a good work life balance	79

Field staff are offered many platforms of support particularly focus on mental wellbeing. The PSCU are a group of licensed mental health professionals experienced in working within humanitarian aid contexts and with aid workers and are available to field staff during and after their mission, there is no time limit on this and all services are strictly confidential. We also have 'Volunteer Link' which is an MSF UK confidential Peer Support Network made up of MSF aid workers who volunteer their time to check in with MSF-ers shortly after their return from the field. In the 2020 End of Assignment Survey results 90% of respondents received access to a return talk/emotional debriefing.

Flexible working, Parental Leave, Child Allowance

For MSF UK/IE are committed to ensuring we are supporting our employees in all aspects and encouraging a good work life balance. MSF UK/IE Office staff are able to utilise flexible working from day one of employment. Additional to this, we offer reduced hours over the summer period and Covid hours were introduced in 2021. MSF UK/IE offers office staff and enhanced package of 18 weeks full pay for those on Maternity and Shared Parental leave.

We offer a Home Child Allowance to Field staff on long term assignments, MSF provides financial support for dependent children remaining in their country of domicile. It is a monthly amount paid out with the salary to the international staff member for dependent children who remain in their country of domicile. In 2020 we also introduced the ability for field staff to work part time and from the UK, these were new ways of working were MSF adjustments to ease the impact of Covid-19 on missions and employees.

All of these benefits will be reviewed in the upcoming 2022 Rewards Review.

Action Plan for 2022

Rewards Review

MSF as a global organisation is currently undertaking an international rewards review. There are many aims of this review including introducing an international grading framework, setting an minimum standard for pay and benefits and adapting the way staff are segmented to an operational approach. The review is projected to be complete by the end of 2022. The reward reviews proposed changes are expected to be implemented from the end of 2022 and through 2023. MSF UK/IE believe that this review will make a positive impact on both the gender pay gap and the diversity pay gap as it aims to eliminate inequity and discrimination. It will assist in attracting and retaining staff and ensure that we are providing salaries that ensure staff can cover everyday family costs and live decently. Due to this taking effect by early 2023, we expect to see a positive impact in the 2023 report on all facets of the reporting requirements including bonus’.

All roles will be aligned across the global organization and thus having an effect our higher and lower paying roles. There will also be an increased transparency having a positive effect on understanding of what it requires to progress.

EDI data collection and tackling institutional discrimination and racism

MSF’s commitment to address institutional discrimination and racism is being influenced at all levels from the top down. MSF’s core Executive Committee have made a commitment to tackle institutional discrimination and racism across the organisation. The have created an action plan the ‘constitutes not a single document, but rather a framework: it presents 7 different priority approaches with different actors, inputs and timelines for implementation.’ Two categories of focus that are particularly linked to rewards within this action plan are; People recruitment and development, staff reward including remuneration and benefits.

Additional to this, the Occupational Centre that MSF UK/IE are under – Amsterdam have a strategic plan ending in 2023 that reaffirms the aim of ‘a global organisation within which all staff are valued and respected, and do not face structural barriers to communication, mobility and professional development.’

MSF UK/IE’s strategic plan is committed to being an organisation that ‘values its staff and ensures that all those who work with and for us feel this value in their working lives and are treated with equity and respect.’ Under the ‘Valuing People’ goal there are objectives of ensuring that MSF is **‘more inclusive, fair and diverse movement, in which all staff can make a meaningful contribution to MSF’s social mission and in which internal structural**

barriers to inclusion are identified and addressed.’... a place that fosters a stronger sense of fairness and inclusion among its staff. In its structures, policies and procedures, it will proactively acknowledge that a diverse staff body at all levels strengthens our social mission, creates a space for innovation and insights, and makes us more effective. With consistent commitments at Global and local levels of MSF, we are sure that we can continue to ensure that our staff are remunerated fairly.

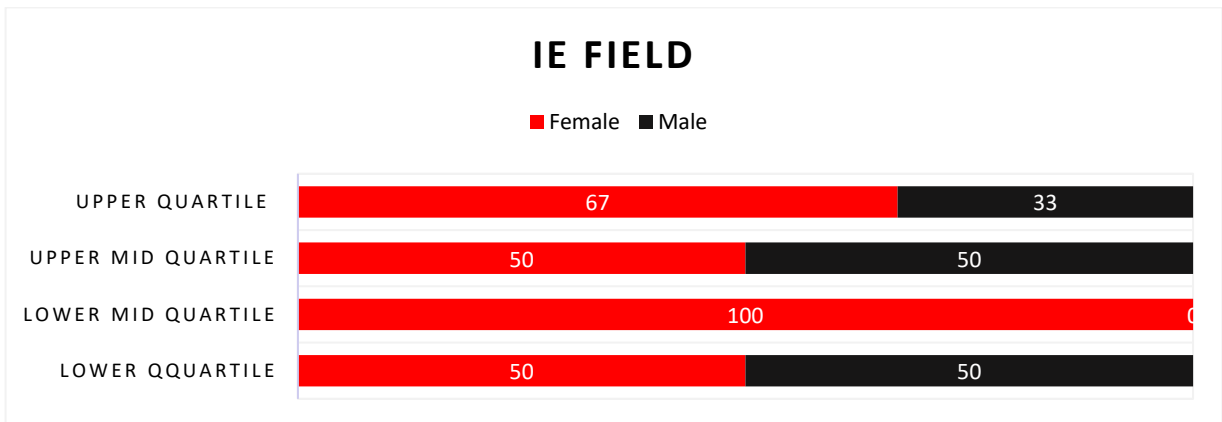
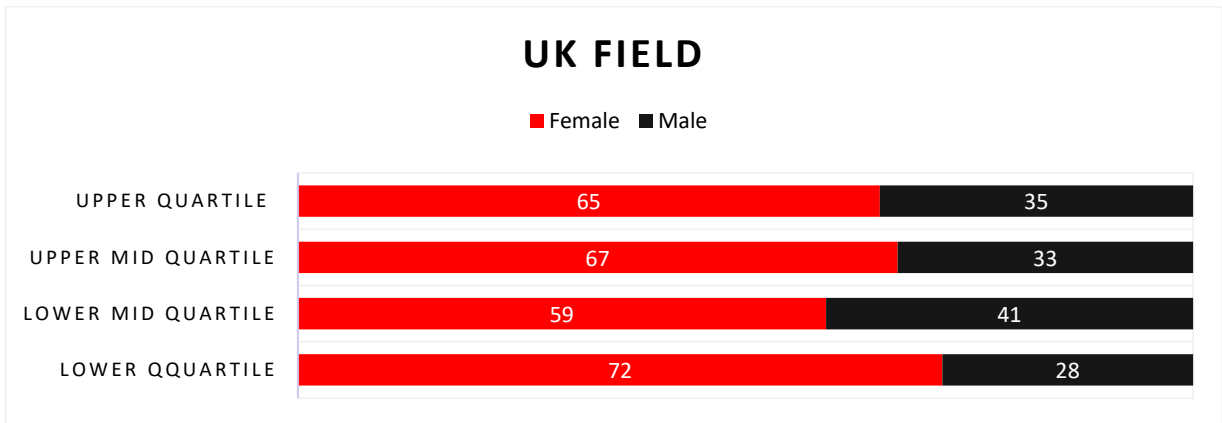
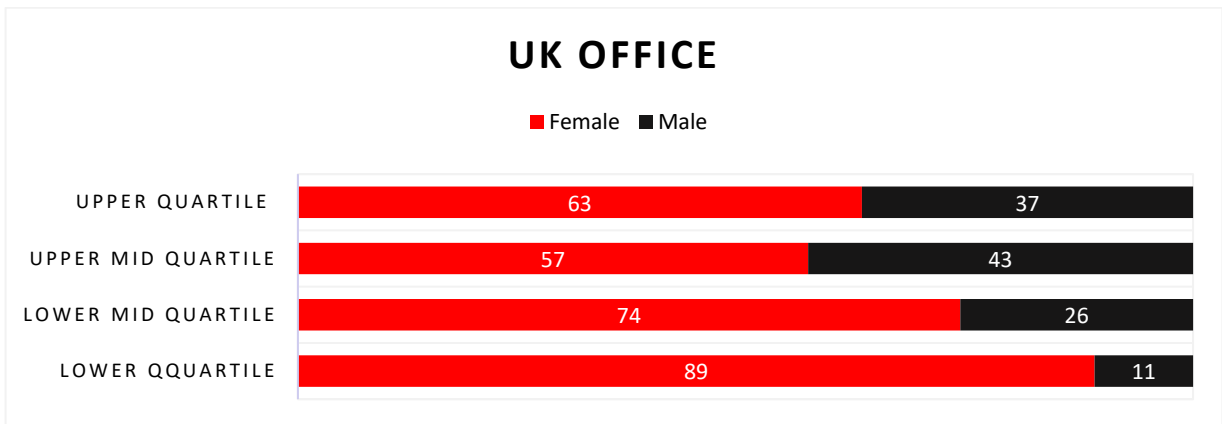
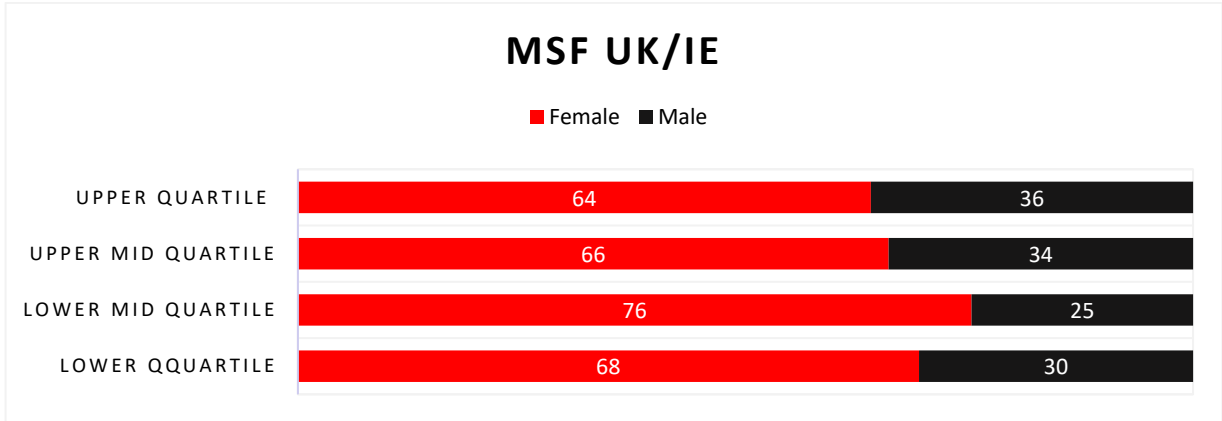
In 2021 the collection of diversity data in MSF UK/IE started, with the snapshot date of 5 April 2021 we had 55% of ethnicity data on hand. There are further developments to be made in 2022 including the collection of data for applicants, we currently have a team of people from our HR and Digital departments working on creating a easy to complete, safe and supportive environment for applicants and staff to share diversity data.

This will also help us better understand the demographic of applicants and labour market effects of applicant pools and its influence on recruitment and selection process. Due to the work done in 2021 around diversity data collection during onboarding we hope that we can better understand and report on our diversity pay gap in the 2022-2023 report. Another area of potential to improve is working towards having a more diverse selection panel for the field recruitment. Additional to this, we are in a current gap of compulsory diversity training due to many factors. Workshops with the consultant in 2021 following the BLM movement gave MSF UK great momentum towards recognising and informing staff of racism and discrimination, this momentum should be used to reinvigorate the original compulsory diversity and inclusion training and restart it.

Encourage and develop hybrid working and flexible working hours

Into 2022-2023 MSF are looking to encourage hybrid working in the office to assist in the slow return to office and to encourage flexibility and work life balance. The uptake of flexible working is currently not clear to report on, so to ensure that staff are aware and the we are able to report on the uptake of hybrid and flexible working, creating a formal flexible working application process. Additional to this, promote and encourage flexible working amongst the team.

Appendix 1A





Description: MSF outreach mobile teams in Poincare, Brussels
Credit: Kristof Vadino/MSF

