



**Mennonite
Central
Committee**

**Committed to
learning, growing
and changing**

MCC seeks to live out our mission and values.

Over our 100-year history, MCC has assigned more than 10,000 workers to serve those in need around the globe. MCC workers have shared God's love and compassion with those in need inside and outside their home countries – and often in places experiencing conflict and violence. Over the decades, MCC has consistently sought to learn, grow and change to best respond to the needs of communities around the world, and those sent to serve.

Today, MCC remains committed to listening and responding when workers raise concerns regarding their experiences. Recently, multiple workers who served over the past two decades publicly identified pain and stress from their time with MCC. In many of these cases, the individuals left MCC feeling wounded, struggling to make sense of what had occurred.



Orientation, MCC campus in Akron, Pennsylvania, October 2024

We apologize for causing pain.

MCC takes seriously our mission to care for all people in the name of Christ. As a complex organization, working in difficult and changing contexts, we acknowledge we have made mistakes.

- **We apologize to any workers who experienced pain when our systems were slow, unresponsive or dismissive.**
- **We apologize when MCC's policies and practices were not adequately shared, explained or too swiftly implemented.**
- **To those who experienced pain during separation or assignment transition, we apologize for the times our communication and engagement devalued or disempowered you.**
- **We also apologize to those whose voices have been marginalized or not adequately heard in cases of conflict, disagreement or harm.**

MCC takes responsibility to improve processes, procedures, practices and communication for current and future staff, even as we express sadness and regret for the pain experienced by former and current workers.

MCC seeks to be responsive in cases of harm or conflict.

MCC seeks to listen deeply to all concerns that involve our staff and to be responsive to both the issues and individuals involved. MCC leadership

and boards have spent significant time discussing the concerns that have been raised online, and in the media, about our organization.

We also acknowledge that there are many voices not being heard. Many of these people, particularly those who are not part of the dominant white culture, have shared their stories of pain with us.

MCC continues to publicly express a willingness to engage with any former staff who would like to share and discuss painful or difficult past experiences.

In every workplace, harm can occur. When that happens, MCC will acknowledge and apologize for the ways it failed. Similarly, conflict and disagreements can also arise. When that happens, MCC is committed to using alternative dispute resolution, mediation and other forms of engagement to resolve those disputes.



In November 2023, MCC received a formal grievance from two former MCC staff members. At that time, the couple also launched legal complaints against MCC before the Quebec Labour Board (CNESST).

In January 2025, MCC engaged in a mediation process with the couple through the Quebec Labour Board to resolve the case outside a formal hearing. A mutual settlement was reached, with the individuals receiving a monetary amount similar to that which MCC had offered when their time of service was concluded.

In other cases of staff separation from MCC, resolution occurred via communication and agreement without legal intervention. MCC's ongoing prayer is that all conflicts and concerns can be resolved in a way that reflects our values and restorative practices.

MCC is changing and we commit to doing better.

MCC is working to improve our ongoing engagement with all staff, including those involved in complex work environments around the world. We acknowledge that our two-country system of governance, with multiple boards and leaders across Canadian provinces and different regions in the U. S., is very complex. At times, the organization has been slow to respond and communicate clearly when concerns are raised.

In the grievance mentioned above, MCC contracted with a firm for an external investigation into the matter. None of the findings were related to any type of sexual harassment or any form

of gender or age harassment or discrimination; the definition of harassment in MCC's policies is far more expansive than how harassment is defined under Canadian or U.S. law.

The findings named MCC's failure to communicate in a timely and clear fashion, and failure to properly address and investigate a claim. As a result, based on MCC's own internal policies, the investigator found that harassment had occurred. The investigation report also noted that other claims – including claims of retaliation and criminal conduct – were unfounded.

MCC must respond and communicate better in the future when concerns are reported. MCC has made – and will continue to make – changes, so the system can be more responsive.

MCC is learning and growing.

MCC is committed to learning and growing as an organization. Change and growth are critical to better serve our workers and better engage our ministry of relief, development and peace in the name of Christ. Our commitment to growth focuses on three areas:

- 1. Expanding Human Resources (HR) capacity**
- 2. Better integrating restorative practices into all our work**
- 3. Reviewing our policies around conflict, harassment, grievance and abuse of power, including a review of the Speak Up Service.**

In early 2023, before the online concerns were raised, we realized there were gaps in our HR policies and procedures,



especially when it comes to managing concerns or grievances. As a result, we took action and continue to restructure on multiple levels. One major step has been beginning to embed HR specialists in regions around the world.

This year, we are creating a new position entitled International Program Associate HR Director. This person will engage and support International Program staff outside Canada and the U.S., reflecting our commitment to strengthen and review our systems that support workers across the globe. We must ensure that our processes evolve and develop to meet the needs of increasingly global teams in challenging and rapidly changing contexts.

Increasing MCC's international HR capacity increases our ability to be responsive. This includes being able to quickly gather data and identify how to best respond to concerns as they are raised. This reflects our continued commitment to integrate restorative practices into the ongoing work of MCC. Within the category of safeguarding employees, we are adding another position to assist in this process. As well, we have added the new role of international equity director, whose responsibility it is to elevate the concerns of all our staff so equal weight is given to those not from dominant cultures.

MCC leaders and workers come from around the world.

In 1920, when MCC began, most MCC workers were mobilized from Canada or the U.S. These workers served faithfully, offering their skills and expertise in international settings. For decades, those

individuals from the U.S. and Canada held the primary positions of leadership and decision making.

Today, MCC is significantly different. Knowledge and leadership come from around the world. Based on March 2024 employee data, only about 24% of staff working in International Program are from the U.S. or Canada. This diversity helps MCC see and understand its work through new lenses.

At present, we have a couple from Guatemala serving in a leadership role in Bolivia. An MCC worker from Colombia is leading a young adult program in Cambodia. People from Burundi, Bangladesh, South Korea and other countries are crossing oceans to share their gifts and expertise throughout MCC. Teams made up of individuals from multiple continents provide faithful and effective leadership in programs and processes throughout MCC.

Today's MCC is more culturally and ethnically diverse than ever before. We are paying close attention to issues of racial equity and intercultural competency. We are working to better hear and center the voices of people from non-dominant cultures. These voices offer a diversity of perspectives and understandings of local situations and challenges. These changes are critical as MCC seeks to do our work responsibly and justly, better reflecting God's beloved community.

MCC works in complex and challenging contexts.

In the midst of these internal changes, the world around us has become more complex – with unprecedented numbers,



complicated political contexts, shrinking spaces for civil society and ever-changing rules and regulations that govern international relief work.

The stresses, complexities and challenges that come with international relief work – particularly where there is conflict or war – mean that some assignments may not be a good fit for everyone.

A study conducted by ReliefWeb indicates the annual turnover rate for international aid organizations is 20–25%. MCC’s current turnover rate for all staff is 14%.

When International Program workers leave their term early, MCC works diligently to support those people and their families, helping them return to their home countries and resettle into life outside MCC.

For staff who remain, MCC is committed to providing clarity about the resources available to them. MCC wants all employees to feel supported, valued and heard.

By developing robust policies that are consistently implemented, MCC is seeking to respond fairly and equitably to an ever-diversifying global work force. This means that MCC must be guided by processes and practices that provide clear, consistent support for workers and that reflect legal compliance in multiple countries. This may seem “corporate” to some, but it is necessary

for fairness and to help staff know what help they can expect to receive.

We operate in a litigious world.

MCC has a generous and faithful community of donors, supporters and church partners. We don’t take this for granted. MCC must be a responsible steward of the resources people have entrusted to us.

To do that well, MCC sometimes relies on the expertise of trusted advisors, including lawyers. In an age where legal disputes are common, MCC cannot ignore or take lightly the risks to our organization, staff and partners.

MCC works hard to communicate and engage respectfully during times of disagreement, transition, and in some cases, termination. While seeking to follow our policies, MCC must also work with legal counsel to ensure the organization’s decisions and responses are consistent with the law. Priority is always given to decisions and agreements that demonstrate shared respect, mitigate liability and seek to find mutually agreed upon resolutions.

MCC’s use of nondisclosure, confidentiality and non-disparagement.

MCC seeks to use legal agreements that allow all parties to reach a mutually beneficial resolution to a conflict. In some cases, these agreements require both parties to not file further lawsuits, not disclose confidential information (NDAs), and not engage in disparaging or disrespectful communication when separating. These agreements allow both parties to close a particular work chapter and move on.



MCC rarely uses nondisclosure agreement (NDAs) or non-disparagement clauses. However, there is a time when they are important. Because MCC works in areas of political instability and conflict, what people say online after their service ends can lead to significant risk (and pain) for staff and partners who remain. There are also cases, in conflict zones, where individuals or partners who are named publicly may be at risk for future reprisals by warring groups. In these cases, MCC must have the right to request confidentiality and non-disparagement in separation agreements for the safety of workers and partners.

In consultation with MCC's legal counsel, it has been estimated that with the hundreds of workers who have served and left MCC over the past decade, NDAs or non-disparagement clauses have only been used a handful of times. Those agreements and clauses were only used after legal counsel had reviewed the situation and made the recommendation.

MCC is stronger when we take responsibility for our failures.

The MCC community is stronger when we take responsibility to improve MCC policies, processes, procedures and practices.

We are stronger when we ensure everyone's voice is heard in cases of disagreement and conflict.

We are stronger when we acknowledge and apologize for the pain and harm experienced by people due to MCC's failings.

MCC remains committed to caring for individuals – and also caring for the larger ministry God has entrusted to us.

As we look to the future, we know there is still much to do. There are things we must attend to internally. And there are growing needs in the world around us – as well as opportunities to deepen our engagement with the full range of Anabaptist churches and beyond, as we support and equip vulnerable people.

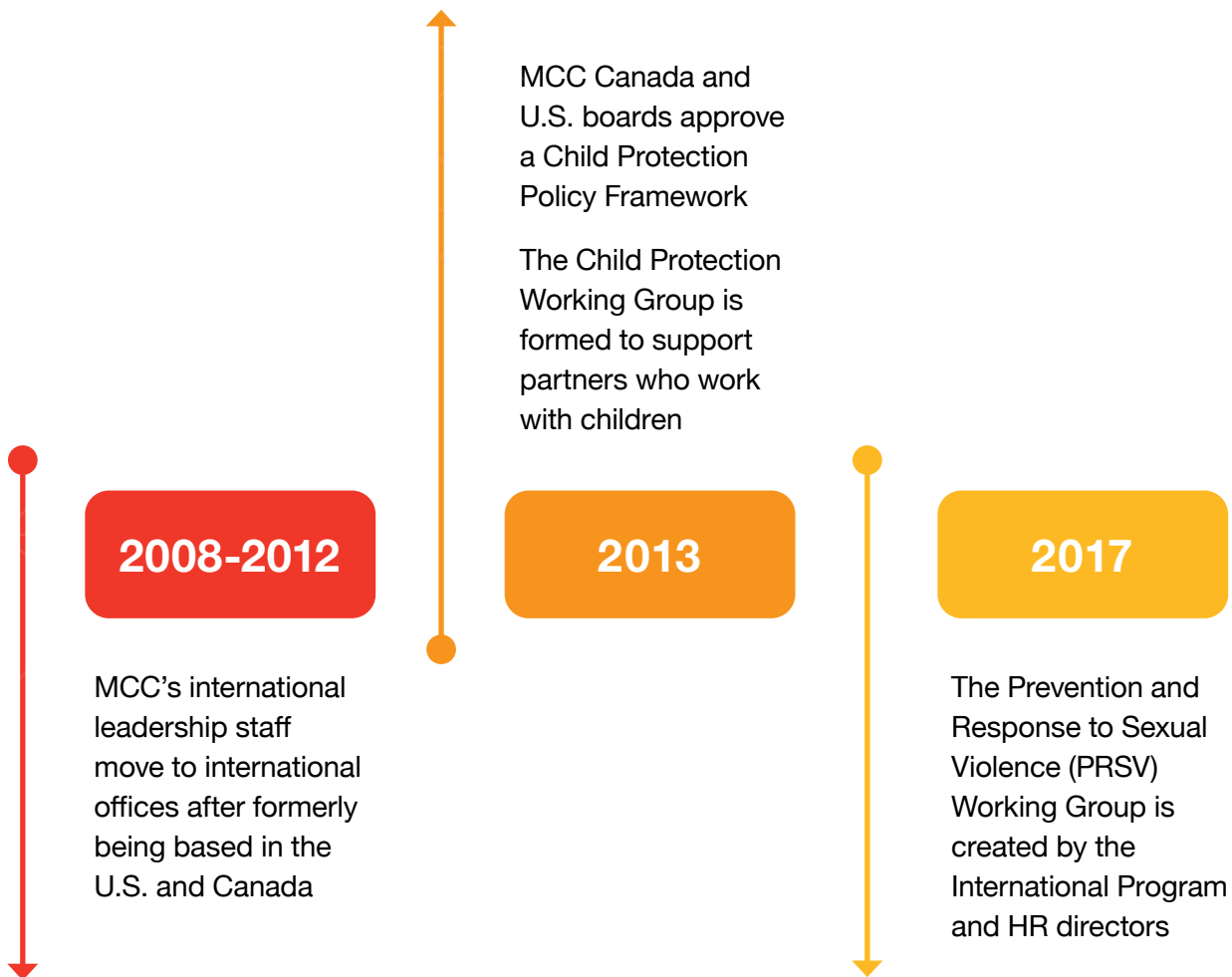
Our vision is to see communities worldwide in right relationship with God, one another and creation. Our commitment to this vision is not just lip service. It remains a high calling – a North Star, so to speak, as we follow Jesus into the coming decades with humility, passion and faith.

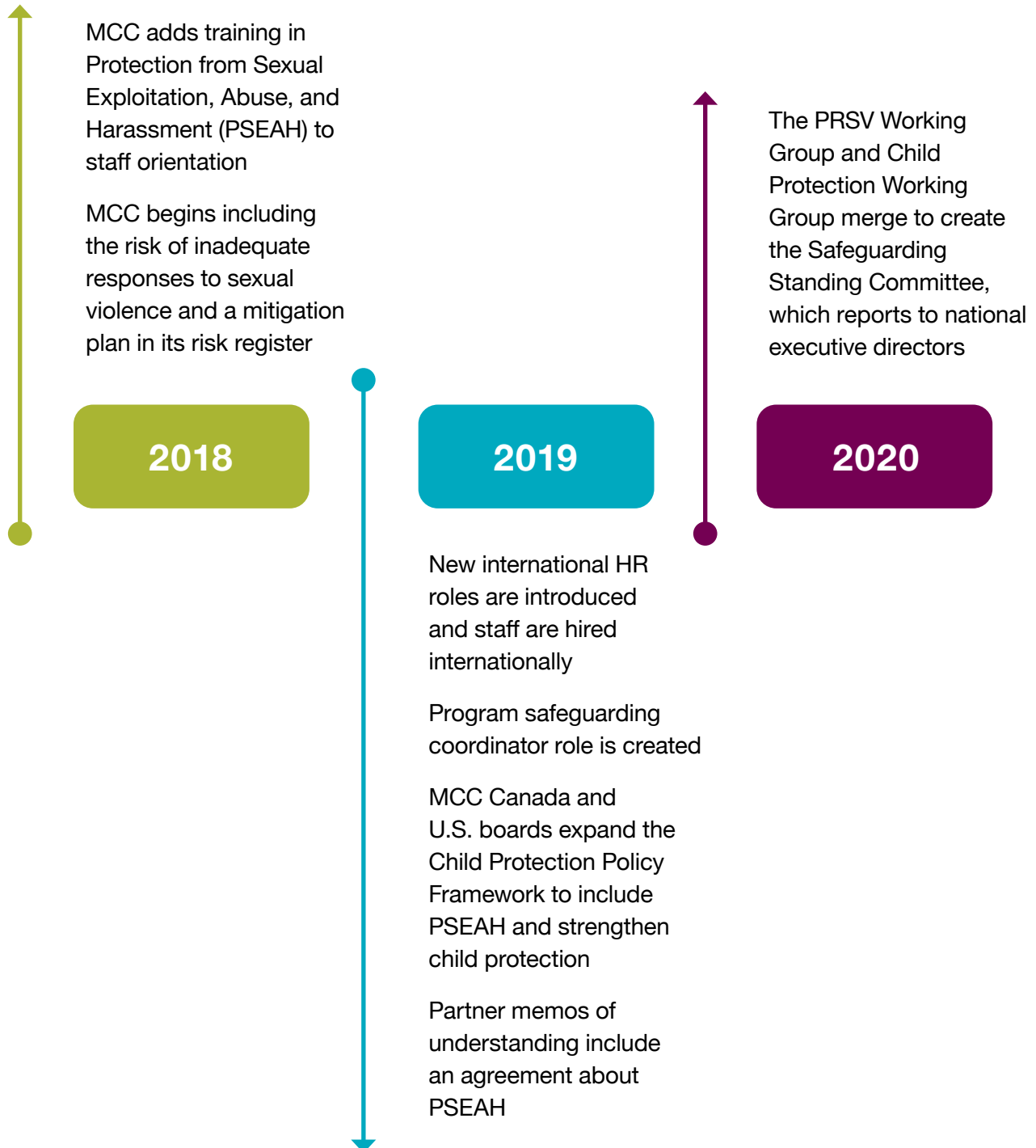
Thank you for praying and supporting MCC's ministry. Together, we will continue to serve our global neighbors, sharing God's love and compassion for all in the name of Christ.



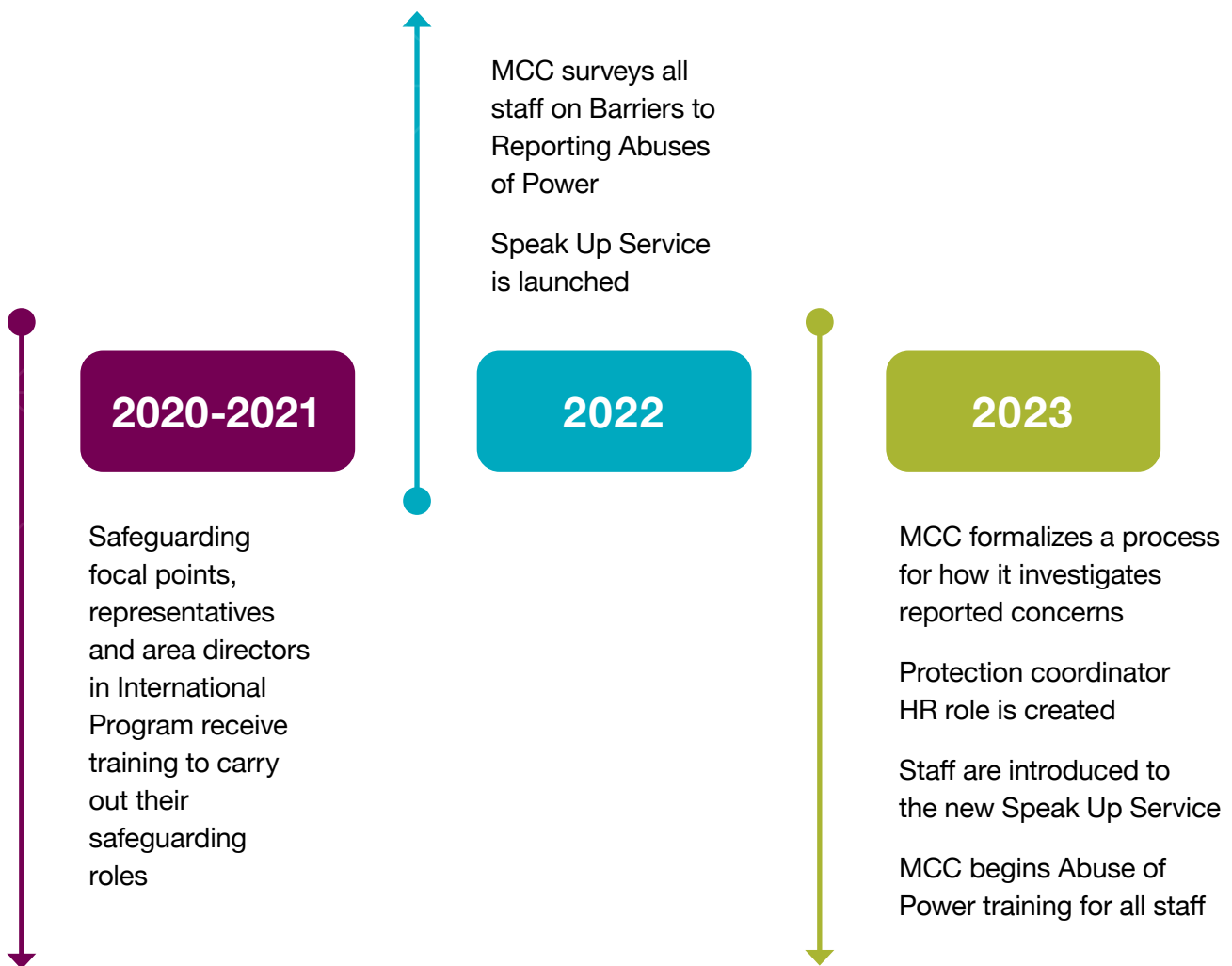
MCC comforters, Ukraine, 2023

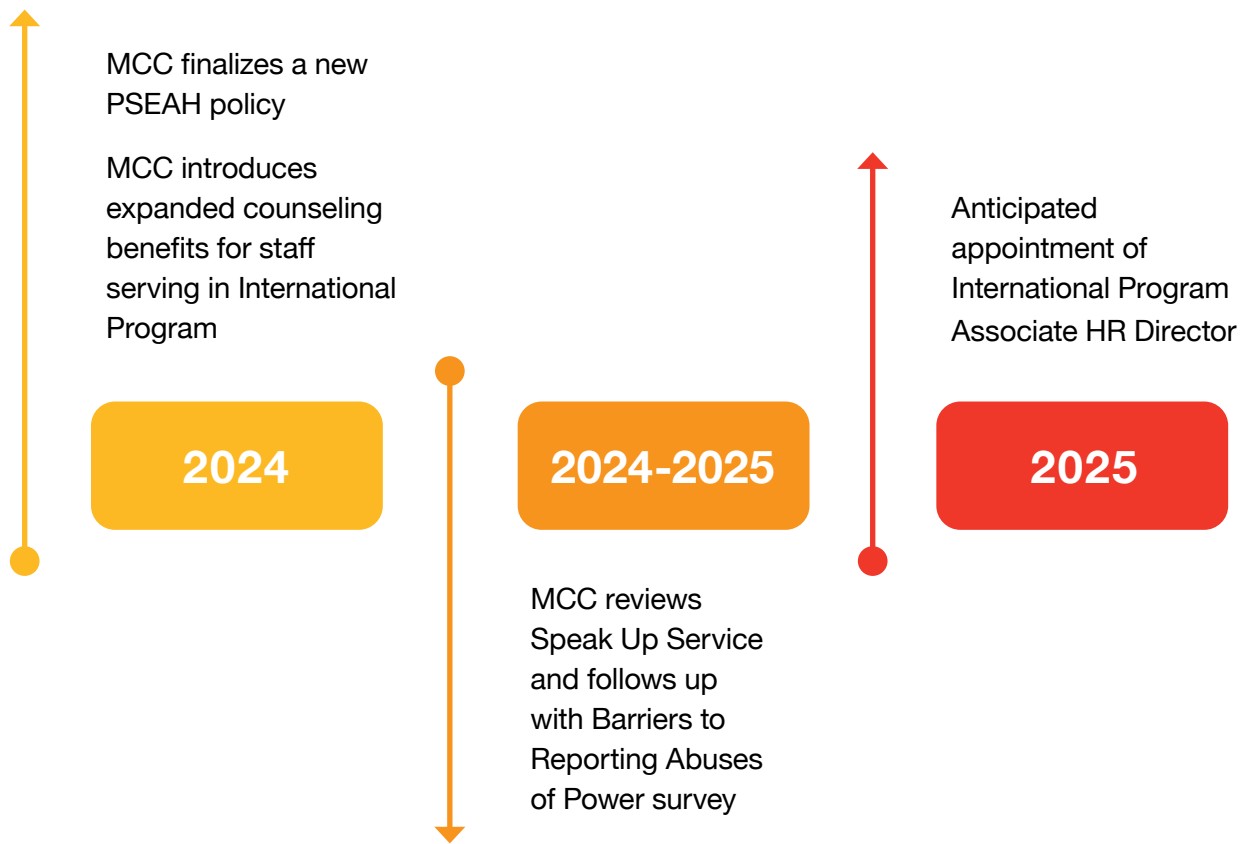
A timeline of events: Safeguarding our MCC community





A timeline of events: Safeguarding our MCC community





Journeys of service

People across the globe are living out their faith by serving with MCC. Explore some of their stories.

MCC.org/journey-service



**SEE US IN
ACTION**





Mennonite Central Committee Canada

900-330 St. Mary Avenue, Winnipeg, MB R3C 3Z5
877.684.1181 (Toll free)

Mennonite Central Committee U.S.

21 South 12th Street, PO Box 500, Akron, PA 17501-0500
888.563.4676 (Toll free)

mcc.org