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Cristiano Sebastiani
President, Renouveau & Democratie Union
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Barcelona, 08/08/2025

Subject: Reply to your email of 3 July 2025

Dear Mr Sebastiani,

This letter is in response to your email of 3 July 2025 and, more broadly, serves to provide an update on F4E's current situation. I take this opportunity to thank you for your continued commitment to the wellbeing of F4E staff. At F4E, we appreciate your engagement and the support you have expressed for the recent internal communication regarding the results of the Pulse Survey.

We all agree that the figures in the survey are a matter of serious concern and require both immediate and sustained attention. I welcome your acknowledgement of the initial actions taken and of the external guidance we are currently seeking. It is also a sign of a healthy organisation to carry out this type of survey and to share its results transparently, as we have done.

This matter has been taken very seriously at all levels of governance, as was clearly conveyed to the F4E Governing Board. The Chair of our Governing Board has also written to the Commission to support granting our colleagues access to the Commission's Chief Confidential Counsellor, and an initial discussion has already taken place in this regard.

I continue to follow and support the work and recent proposals of the F4E Harassment Working Group, and progress is being made to arrange an external evaluation for a thorough review of the situation.

While I do not intend to revisit the details of past events or differing interpretations of previous actions, I want to assure you that we are fully committed to safeguarding our staff and improving the organisational culture.

I also support the actions implemented by the F4E teams, and in particular the Administration Department, which has spared no effort in spearheading most of the measures currently in place. Without the commitment of the administrative services leading these efforts, F4E would not have been able to begin shifting the dial on this key challenge: embedding a culture and work environment with the necessary levels of psychological and physical safety. In this respect, the range of measures already in place – from psychological support services to the appointment of a Confidential Counsellor – is particularly important.

We are actively implementing a series of measures, including recommendations from the internal F4E working group on the prevention of harassment, which concluded its work in May 2024. These measures include:

- Further strengthening the clarity and transparency of our reporting procedures
- Developing a specific protocol for addressing reports of sexual harassment with the appropriate speed and sensitivity
- Expanding training programmes, particularly in early conflict resolution and respectful workplace behaviour
- Continuously monitoring progress through regular staff surveys and feedback mechanisms.

I personally met with F4E's Harassment Working Group and can confirm that we have both colleagues and managers who are genuinely committed to improvement and have already made meaningful contributions. These efforts deserve our collective support. We also identified some additional improvements, which should be visible in the near future.

In the same spirit of commitment and responsibility, I also met with the Staff Committee following their recent letter.

As you rightly note, sustainable change requires both commitment and time. I remain determined to ensure that our actions continue to follow words, especially when inappropriate behaviour is substantiated. In line with our responsibilities, I will continue to act decisively and appropriately in all such cases.

I also believe the external evaluation presents an opportunity for F4E to benchmark itself against best practices and to aspire to excellence. Once this analysis is complete, I will share the results with the Staff Committee and F4E governance, and I remain open to finding ways to debrief any relevant social partners as well as the Commission.

A constructive and open dialogue with all staff representatives is an essential part of how we move forward together.

Yours sincerely,



Marc Lachaise
F4E Director

CC: Mr D. Jørgensen, Commissioner Energy and Housing
 Mr P. Serafin, Commissioner for Budget, Anti-Fraud and Public Administration
 Mr G. Radziejewski, Head of Cabinet; Ms A. Carrero, Member of Cabinet of Commissioner Serafin
 Mr M. Engell-Rossen, Head of Cabinet of Commissioner Jørgensen
 Ms L. Naesager, Chief confidential Counsellor
 Ms I. Juhansone, Secretary-General; Mr P. Leardini, Deputy Secretary-General
 Mr S. Quest, Director-General; Mr C. Roques, Deputy Director-General; Mr C. Linder, Director F;
 Ms M. Silva Mendes, Mr L. Duluc – DG HR
 Ms D. Juul-Jørgensen, Director-General; Mr M. Garribba, Deputy Director-General – DG ENER
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