

ETHICS COMMUNICATION

September 2026

Mental Harassment - An Ethical Issue?

Ques: What is Mental Harassment?

Ans: Mental harassment means behaviour experienced by anyone that repeatedly or seriously makes a person feel insulted, threatened, humiliated, uncomfortable, or mentally stressed.

Mental harassment is generally more than a one-time disagreement, normal workplace pressure, or reasonable feedback from a senior. It is usually a repeated pattern of behaviour that affects a person's dignity, confidence, or mental well-being.

It can happen between a senior and junior, between colleagues, or even from a junior towards a senior or employees and outsiders. It may happen face-to-face, over phone calls, emails, messages, or online communication platforms.

Mental Harassment



Ques: What Constitutes Mental Harassment?

Ans: Mental harassment refers to repeated or severe conduct that creates an intimidating, hostile, humiliating, or offensive work environment and may include:

- **Repeated Insulting or Humiliating:** *Example:* Any one repeatedly calls other “useless” or “incompetent” in front of the team.
- **Threatening or Intimidating Behaviour:** *Example:* Telling anyone, “If you don’t do this, I will make sure you lose your job or work or order,” without a legitimate basis.
- **Constantly Shouting or Using Abusive Language:** *Example:* A Supervisor/Manager/Employee regularly shouts at an employee/outsider and uses abusive language whenever there is a mistake.
- **Deliberate Isolation or Exclusion:** *Example:* An employee is repeatedly left out of meetings and important emails required for performing their job.
- **Unreasonable or Repeated Mental Pressure:** *Example:* A manager repeatedly assigns impossible deadlines and humiliates the employee/outsider when the work cannot be completed within those deadlines.
- **Repeated Personal Attacks or Unfair Criticism:** *Example:* Instead of discussing a mistake professionally, a manager repeatedly tells an employee that they are “good for nothing”.
- **Harassment Through Digital Communication:** *Example:* Repeatedly sending insulting messages or publicly criticising an employee or outsider in a group chat.

Important: Not every disagreement, strict instruction, performance review, workload, or negative feedback amounts to mental harassment. Reasonable management actions, when carried out professionally and for legitimate work-related reasons, should not normally be considered harassment. The circumstances, frequency, seriousness, and manner of the behaviour should be considered.

Que: What are the consequences of Mental Harassment?

Ans:

- Stress, anxiety, loss of confidence and other adverse effects on mental and physical well-being.
- Reduced productivity, disengagement and increased absenteeism.
- Erosion of trust, teamwork and morale within the affected team or department.
- Higher attrition and reputational harm to the Company as an employer of choice.

Consequences of Mental Harassment



You should report about such Mental Harassment in following manner;

In case you are an employee, by logging in to the website (SGC and ethicsline link) or by an email to ethicsline@gfl.co.in

In case you are any Stakeholder, by email to ethicsline@gfl.co.in

Please note that Employee and Stakeholder Grievance or Concern will be directed to the Chief Ethics Officer without disclosing their identity.