

## Hostile Environment - A Case Study

This is an unfortunate case of a manager retaliating against an employee who made a Sexual Harassment complaint against him.

In a certain department of a multinational company, the reporting manager had a personal grudge against an Anglo-Indian female employee who had filed a complaint against him for making a sexist remark. To get revenge, he decided to use a company-wide celebration of the Pongal/Sankranti festival as an opportunity to humiliate her. (by Creating a Hostile Environment).

The manager mandated that all team members must wear traditional dress (Saree for Women and Dhoti for Men) to work, and that they must come dressed from home. He even ordered the housekeeping staff to close the restrooms for half an hour in the morning so that employees could not change into their traditional clothing at the office. This was especially inconvenient for the women employees, who objected to having to drive to work (in a 2-wheeler) in a saree. However, the manager refused to budge, as his sole aim was to create a hostile environment for the Anglo-Indian employee, who will find difficulty in wearing a saree and come to work.

The manager's behavior created a hostile work environment for the Anglo-Indian woman and made it clear that she would face repercussions for speaking up. This is a clear case of harassment and discrimination. It's important for companies to have policies in place to protect employees from retaliation and to create a respectful and safe workplace. All employees should feel comfortable reporting any concerns without fear of retribution.

In this case, the manager made it impossible for the women to change at the office, which made it difficult for them to comply with the dress code (though men could easily change their Dhoti in one corner of a room). This is another example of the manager's discriminatory behavior.



**Ensure A Respectful & Safe Workplace. In such case,  
Zero Tolerance means anything  
Less than Zero**

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