

# PROTOCOL (UN)DESIRABLE BEHAVIOUR

*Last updated: July 7, 2026*

Korzo is committed to maintaining a safe working environment and outlines in this document what constitutes desirable and undesirable behaviour. Everyone at Korzo, including employees, contractors, and guests, should feel safe enough to address and/or report undesirable behaviour. If the boundaries outlined in this protocol are breached, the protocol for undesirable behaviour will be enacted. It provides the organization with guidelines for handling inappropriate behaviour.

## 1. Principles

### 1.1. Statement of Intent

Korzo, as an employer, aims to responsibly and transparently fulfill its duties to provide care and safety to its employees.<sup>1</sup> In preparing and implementing policies regarding working conditions, it will focus on preventing undesirable behaviour in the workplace and encouraging desirable behaviour.

Korzo acknowledges that preventing undesirable behaviour from an employee or a customer/visitor is its responsibility, requiring a structured approach focused on prevention, support, and aftercare.

This protocol also includes several additional rules of conduct. In situations not covered by this protocol, actions will be taken as much as possible in the spirit of this protocol. Employees are expected to familiarize themselves with this protocol and act accordingly.

#### *What We Ask of You*

Korzo asks itself, as well as all involved and present, to strive for safer spaces and do their best to make visiting, working with, and creating at Korzo as accessible as possible. Together, we make room for people with a variety of experiences, backgrounds, and characteristics.

### 1.2. Definitions

Undesirable behaviour is defined as any action experienced by an employee as undesirable/ unwanted, threatening, and/or hurtful. Undesirable behaviour involves crossing personal boundaries. Both a colleague and a supervisor (whether employed or contracted) can cross these boundaries. Such behaviour in the workplace can obstruct individuals from performing their tasks or fulfilling their duties. This obstruction can negatively impact their performance and may lead to significant psychological stress and untenable work situations due to prolonged exposure. Whether behaviour is considered desirable or undesirable is determined by the person experiencing it. The focus is on the perception of the behaviour, not the intent behind it.

Psychosocial workload refers to factors such as aggression, violence, bullying, sexual harassment, and work pressure in the work situation that cause stress. “Psychosociale Arbeidsbelasting” in Dutch (Arbowet 2007, art. 1.2). A definition of these factors is included under article 2.2.

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<sup>1</sup> For the purposes of this document, employees include: members of the Supervisory Board (RVT), board members, executive directors, business and artistic leaders, salaried employees, artistic directors, choreographers, dancers, conductors, musicians, soloists, freelancers/self-employed individuals, substitutes, interns, temporary workers, seconded employees, and volunteers.

### 1.3. Working Environment

Korzo aims to be a working organization with an open character, where people interact with one another in a respectful manner and address each other directly with regards to questionable behaviour (informally and off the record).

Undesirable behaviour, especially when left unaddressed, can spoil the working environment and may harm an employee's health, self-confidence, and performance, thereby affecting the quality of their work.

- Korzo strives to create a working environment where undesirable behaviour is prevented as much as possible and, in cases where it does occur, is discussed at the earliest opportunity. Openness is the best weapon against undesirable behaviour.
- Korzo has established rules of conduct (see below) that employees must adhere to.
- The fight against undesirable behaviour is a responsibility of every individual employee as well as all employees collectively, not just those who happen to be directly affected. Everyone at Korzo shares responsibility for the standards of conduct within the organization.
- Employees should be aware that because others in the workplace may be in a dependent and subordinate position, they do not always have the opportunity to express their boundaries.
- Employees should also understand that, given the sensitivity of the issue, it may not always be *easy* for others to raise concerns or complaints about undesirable behaviour.

### 1.4. Korzo Policy

Korzo implements policies aimed at preventing undesirable behaviour. The key principles are:

- Continuous active efforts are made to foster a working culture that combats undesirable behaviour and encourages desirable behaviour.
- While establishing both employments and assignment contracts, this topic is explicitly raised and future employees are required to show dedication and commitment with organizational policies.
- Undesirable behaviour is not tolerated.
- Reports and complaints are always taken seriously.

Korzo achieves this through:

- This Protocol on (Un)desirable Behaviour.
- The NAPK's Guidebook on (un)desirable behaviour.<sup>2</sup>
- The Mores.online reporting system, which provides all employees access to a confidential advisor.
- The internal and external independent confidential advisors appointed by the employer.
- Korzo's complaints procedure and policy on undesirable behaviour.

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<sup>2</sup> NAPK: "Dutch Association for Performing Arts" (<https://napk.nl/>). Find guidebook here: <https://socialeveiligheidpodiumkunsten.nl/wp-content/uploads/2022/05/NAPK-Protocol-ongewenst-gedrag.pdf>

- The NAPK's general policy framework, which includes preventive measures against undesirable conduct (currently in development).
- Designing the building to ensure a safe working environment, considering physical strain, privacy, and transparency (e.g., installing windows in the doors of rehearsal studios and smaller office spaces).
- Conducting "Inclusivity and Diversity" workshops for managers provided by a professional organization.

## 1.5. Code of Conduct

### a. *Setting and Respecting Boundaries*

We recognize that every individual has the right to set their own boundaries, to work and to develop themselves within their capabilities. We expect everyone to respect these boundaries.

### b. *Working in (Physical) Proximity*

Proximity, both physical and emotional, is an important aspect of the performing arts. There are moments in the office, rehearsal processes, classes, or performances where people may need to touch each other. In rehearsals, classes, or performances, it may be important and necessary to touch and/or be physically close to another person. Each situation requires responsibility, awareness, and attentiveness from those leading and facilitating the work and creative process to ensure that employees, dancers, artists, and participants feel safe to express their boundaries and to consent to physical contact and/or proximity. If an individual feels uncomfortable—despite having given explicit consent—they have the right to withdraw their consent for any further contact. At the start of creative processes, a discussion is always held with all involved about the working methods, creating a safe creative process, handling physical contact, and/or intimate scenes.

If a creator wishes to include scenes with sexual or intimate content in an artistic product, they must discuss this in advance with the producer and the involved parties. Only with the approval of the involved artists will the scene be included. If desired, an intimacy coordinator may be engaged.

### c. *Use of Property*

Employees may only use Korzo property for personal purposes with explicit permission from their supervisor. This includes set pieces, props, (musical) instruments, office supplies, tools, and other items such as mobile phones and computers with additional equipment.

Using the internet for personal purposes during work hours is allowed. However, visiting pornographic, racist, extremist, politically radical, or malicious websites is prohibited.

### d. *Confidential Information*

Employees who have access to sensitive/ confidential information about individuals due to their role, are required to not disclose this information to third parties or colleagues who do not explicitly need to know it as part of their role.

Similarly, confidential information about Korzo or its partners, particularly that marked as 'confidential' by the employer, must not be communicated to third parties or colleagues who do not need to know it as part of their role.

*e. Use of Changing and Shower Rooms*

Employees must respect each other's privacy in changing and shower rooms. Korzo provides changing rooms and lockable shower facilities.

*f. Use of Substances*

- Smoking is generally prohibited in the workplace, except in designated smoking areas. This prohibition is enforced in accordance with the applicable legislation and by addressing each other in the event of a violation of the ban or by reporting it to the responsible party (manager, Front of House Coordinator or the Evening Coordinator).
- Performing work under the influence of alcohol or drugs is not permitted. It is also prohibited to possess or trade such substances during working hours.
- Moderate consumption of alcoholic beverages in the foyer after work or during employer-sponsored social events is allowed in accordance with applicable rules.

*g. Workplace Relationships*

Workplace relationships, including romantic or intimate relationships, may occur, including within our organization. Relationships between supervisors and employees are generally deemed inappropriate. If a relationship does develop, it must be reported immediately to the management/Board of Supervisors (RVT). It is advisable to terminate the hierarchical relationship as soon as possible in such cases.

## 2. Legal Framework for Undesirable Behaviour

### 2.1. General

The starting point is the legislation established under Dutch law:

- The Civil Code;
- The General Equal Treatment Act (Awgb);
- The Equal Treatment of Men and Women Act (Wgbm/v);
- The Working Conditions Act (Arbowet);
- The Risk Assessment & Evaluation (RI&E in Dutch) and Action Plan.

For more information on undesirable behavior, visit <https://www.government.nl/>, select the topic "[Justice, security and defence](#)", and select "[Action programme sexually transgressive behaviour and sexual violence](#)".

### 2.2. Assessment Criteria

The mentioned legislation provides the framework for applying assessment criteria.

- Under equal treatment, the Awgb states that:*  
persons must be treated equally regardless of their religion, beliefs, political opinions, race, gender, nationality, sexual orientation, or civil status.
- Under harassment, the Wgbm/v (art.2) defines:*  
Behavior related to a person's gender that aims to or results in impairing the person's dignity and creating a threatening, hostile, offensive, humiliating, or degrading environment.
- Under sexual harassment, the Wgbm/v (art.3) defines:*  
Any form of verbal, non-verbal, or physical behavior with a sexual connotation that aims to or results in impairing the person's dignity, particularly when it creates a threatening, hostile, offensive, humiliating, or degrading situation.

The following manifestations of undesirable behavior are characterized as sexual harassment:

- Comments, insinuations, or actions with a sexual or erotic tone;
- Unnecessary touching;
- Molestation or rape;
- Gang rape.

- Under bullying, it is understood as:*  
All forms of intimidating behavior with a structural character by one or more employees (colleagues, supervisors, conductors) directed at an employee or a group of employees who cannot defend themselves against this behavior. A key element of workplace bullying is the repetition of behaviors over time.

Examples include:

- Degrading comments, such as criticizing someone's work or appearance;
- Ignoring or excluding someone;
- Making it impossible for someone to work.

- The power or strength dynamics between the aggressor and the victim are imbalanced, e.g., due to a hierarchical position or physical or verbal strength, which prevents the victim from defending themselves.

*e. Under aggression and violence, it is understood as:*

Incidents where an employee is psychologically or physically harassed, threatened, or attacked in circumstances directly related to their work.

Examples include:

- Kicking, hitting, or throwing objects, as well as insulting, teasing, threatening (verbally or with weapons), or vandalism;
- Misuse of modern communication tools such as social media, computers, and smartphones.

*f. Under stress, it is understood as:*

A state that has negative physical, psychological, or social consequences.

*g. Under discrimination, it is understood as:*

The negative treatment of individuals or groups based on characteristics that are undesirable in the given situation.

Discrimination can be unconscious or conscious. The General Equal Treatment Act is guiding for discrimination: the law assumes equal treatment of persons regardless of their age, origin, religion, beliefs, political opinions, race, gender, nationality, sexual orientation, physical or mental disability, chronic illness, or civil status.

Although prohibited by law, discrimination still occurs (frequently). Expressions of discrimination can be direct and verbal and/or physical. More subtle forms of discrimination are also hurtful. Sometimes people are ignored or excessively positively approached.

### **3. Reporting Undesirable Behavior and Procedure**

#### **3.1. Reporting and Support**

When an employee encounters undesirable behavior, it is important for the employee to first be able to share their experience.<sup>3</sup>

The employee can contact their supervisor, the HR Advisor/Officer, the company doctor, the internal or external confidential advisor (a confidential advisor via Mores.online). The relevant person will provide initial support to the employee and discuss the next steps that can be taken.

Regardless of potential further steps, this constitutes a formal 'report of undesirable behavior.' Such reports are anonymized and recorded annually as part of monitoring the work climate at Korzo and reported to the Management, Board of Supervisors, and Personnel Representation.

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<sup>3</sup> See also the "Five Lines of Defense" as described in the generic policy framework for addressing unwanted behavior in the performing arts.

The following steps can be taken when an employee encounters undesirable behavior are:

- 1) Share the experience with supervisor/HR/company doctor/PVT member/internal or external confidential advisor.
- 2) Formally report to the internal or external confidential advisor or management.
- 3) Mediation (via Mores, not through Korzo's confidential advisor).
- 4) If mediation is not chosen or if mediation does not resolve the undesirable behavior, the employee should fill in and file a formal complaint (see the complaints procedure).
- 5) Follow the complaints procedure.
- 6) Advice from the complaints committee.
- 7) Management/Board of Supervisors' response to the advice from the complaints committee.
- 8) If dissatisfied with the management's response: the employee can at any time contact the Netherlands Institute for Human Rights or initiate legal proceedings.

Internal confidential advisor: Jeanine de Wijer | [jeanine@korzo.nl](mailto:jeanine@korzo.nl)

External confidential advisor: Gerlinda Heywegen

[info@gerlindaheywegenvertrouwenspersoon.nl](mailto:info@gerlindaheywegenvertrouwenspersoon.nl)

06 382 662 38

<https://gerlindaheywegenvertrouwenspersoon.nl>

### 3.2. Confidential Advisor

The industry association is affiliated with Mores.online. Korzo is committed to Mores.online's goal of providing everyone working in the performing arts and/or audiovisual media (including film and television) access to an accessible, independent, and central point of referral. Besides Korzo's internal confidential advisor, everyone can contact an independent and certified external confidential advisor through this point of referral.

These confidential advisors are the contact point if undesirable behavior cannot be resolved through discussions with the involved parties.

The confidential advisor:

- Is fully independent in their support and guidance;
- Is bound by confidentiality, which can only be waived with the complainant's consent;
- Does not handle anonymous written complaints;
- Does not handle complaints through third parties;
- Does not mediate.

The main tasks of the confidential advisor are:

- Support the employee;
- Analyze the situation with the employee;
- Advise the employee on the steps to take;
- Guide and support the employee who is experiencing the undesirable behaviour, during the mediation and/or the complaints procedure.

### **3.3. Follow-up steps after reporting Undesirable Behavior**

#### *a. The Mediation Procedure*

Mediation can be an important tool in stopping undesirable behavior. No investigation is conducted during mediation, and no judgment is made regarding the validity of the complaint.

The goal of mediation is to terminate the undesirable behavior as soon as possible. Experience shows that in some cases, it is sufficient to confront the accused employee with the fact that their behavior is perceived as undesirable. This often leads the person to realize their behavior is problematic. Mediation can be conducted by the supervisor or HR Advisor/Officer.

#### *b. The Complaints Procedure*

Korzo utilizes the complaints procedure and handling of complaints by an independent committee. The procedure describes how a complaint can be filed. The complaints procedure can be found at K:\1. ORGANISATIE\HR\ Vertrouwenspersoon. If an employee receiving support from a confidential advisor decides to file a complaint, the confidential advisor can provide support throughout the entire process, or just part of it. Korzo commits to taking the complaints committee's advice seriously and informing the employee about how the advice is implemented.

Throughout and after the complaints procedure, all parties involved are bound by confidentiality.

#### *c. External Procedure*

This protocol does not preclude the possibility of pursuing an external procedure, such as with the Netherlands Institute for Human Rights, the NAPK complaints procedure (handled by an independent complaints committee. The complaints procedure can be found on the website of the Stichting Sociale Veiligheid Podiumkunsten ([www.socialeveiligheidpodiumkunsten.nl](http://www.socialeveiligheidpodiumkunsten.nl)) under 'documents'), or legal proceedings.

## **4. Prevention, Measures, and Evaluation**

### **4.1. Information and Prevention Principles**

New employees at Korzo receive information about this protocol (Un)desirable behavior, Mores.online, the complaints procedure, the undesirable behavior policy, and the policy for reporting abuses. Current employees already have this information and can find the policies at K:\1. ORGANISATIE\HR or request it from the HR Advisor/Officer or internal confidential advisor. Korzo also informs all others working for or involved with Korzo about the existence of this protocol (Un)desirable behavior, Mores.online policies.

### **4.2. Measures and Provisions**

Korzo will clearly indicate to all employees that undesirable behavior will not be tolerated and may lead to sanctions for those responsible. Behavior deemed undesirable after investigation will be subject to disciplinary action.

Depending on the severity of the undesirable behavior, the following disciplinary measures may be taken:

- Official warning;
- Reprimand;
- Dismissal/termination of the assignment.

Korzo may also implement temporary provisions or measures if it is deemed necessary for the organization or the complainant, or if there is an untenable situation for one or more involved parties.

Provisions may include:

- Special leave;
- Suspension/temporary termination of the assignment.

Employees against whom a complaint is filed will be handled with care. In principle, full confidentiality is the rule for all involved. However, this principle may be deviated from if the general interest of Korzo is at stake. In such cases, the privacy of the involved parties will be protected as much as possible.

Note: Implementing temporary provisions and measures does not mean that the employee is considered guilty. (See follow-up steps point 3.3.)

#### **4.3. Policy Evaluation**

The policy is evaluated (bi-)annually with the Board of Supervisors and Personnel Representation based on:

- The number of times undesirable behavior is recorded by the HR department, the internal, and external confidential advisors.
- The number of times the confidential advisor is consulted or reports and complaints are recorded.
- Feedback received from the organization.

Additionally, interim evaluations and updates may occur, for example, in response to a report or complaint.

#### **4.4 Awareness Among Management, Board, Supervisory Board, and Employees**

This code of conduct is shared with the foundation's direct stakeholders.

Additionally, this code of conduct will be sent to all contractors, employees, and volunteers of the foundation at the start of a contract or employment agreement. All board members, employees, and volunteers of the foundation are expected to be aware of this code of conduct.

#### **4.5 Feedback**

This code of conduct is a living document. If you believe that something is missing or could be clarified, please contact [benno@korzo.nl](mailto:benno@korzo.nl), [hr@korzo.nl](mailto:hr@korzo.nl) or [pvt@korzo.nl](mailto:pvt@korzo.nl).

**This protocol is also based on the NAPK 'Protocol (on)gewenst gedrag' (Protocol (un)desirable behaviour) and other sources of inspiration.**

