



the best.
Safety.

Safety first - in everything we do.

How we will create a strong safety culture and ensure continuous improvements

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James Drummond

CEO, Berendsen plc

Safety is a prerequisite for a sound business

With more than 15,000 employees in 17 countries and a variety of business activities and processes, including laundry operations, we're exposed to a series of health, safety and operational risk issues.

It is our ambition to become a LEAN, innovative operation where everyone goes home safely every day through creating a culture of safety that benefits all.

It is our obligation as a responsible employer to ensure a safe and sound working environment for everyone and that we address all risk elements and take the necessary and possible actions to ensure lowering risks in every aspect of our operations. We owe it to our employees: We cannot put a price- or productivity-tag on coming home safe after work. We also owe it to our business as a safe business is a sound business. Safety is a prerequisite for employee engagement and productivity driving sustainable profit and poor safety has negative effect on our performance, reputation and brand.

Room for improvement

In 2015, we experienced an increase in number of major incidents reported, and the 2015 Employee Survey revealed a low score in relation to employees' experience of Berendsen as

Creating a strong safety culture

a safe workplace. In addition, internal interviews shows, that safety is seen by many as something the Health and Safety representatives are responsible for, rather than something everybody is responsible for and that many employees are not aware that they have a mandate – and duty – to stop an unsafe job. This tells us that we have a huge room for improvement not only regarding our health and safety procedures and initiatives, but also regarding creating a strong safety culture, where everybody thinks 'safety first', knows their role and takes ownership for safety at their workplace.

Safety first

Going forward, it is our vision to create a culture, where safety is integral to everything, we do, where safety is the responsibility of us all, and where we work to understand and take actions to solve the root causes of safety issues rather than simply treating the symptoms.

To support and anchor this vision and create a strong safety culture across the business, we've developed a new group wide Health and Safety strategy. It points out the direction for our Health and Safety management for the coming years as well as our key initiatives to attain continuous improvements in our Health and Safety performance. In this special edition of the Newsletter, you can read more about our new

Health and Safety Strategy and key initiatives, including our Health and Safety network, new reporting tools, and our comprehensive audit, training and information sharing programme.

Top of the agenda

Health and Safety is top of the agenda at all levels of the organisation, and at both the Board of Directors and Executive Board meetings, Health and Safety is the first point on the agenda at each meeting. This is something I want all meetings to start with.

My Board colleagues and I look forward to follow the roll-out and positive effects of our many Health and Safety strategy and initiatives and creating a culture of 'safety in every aspect' in Berendsen to the benefit of us all.

James Drummond



Well attended kick-off for our new Health and Safety strategy

Our new Health and Safety strategy and key initiatives were presented by CEO James Drummond at a webinar for Business Line and Plant Management, Country Health and Safety Managers and support functions 25 April. In total, more than 600 were invited.

At the kick-off, James Drummond introduced the background for our new Health and Safety strategy and vision and the key building blocks in our new business strategy. Further, he highlighted the importance of having a strong safety culture, where we are right now in our Health and Safety performance, where we want to go and how we will get there through a strong safety network, new tools and processes, risk assessment and Health and Safety audits and communication and close dialogue on Health and Safety issues.

You can read much more about all this on the following pages of this Newsletter. The kick off was ended with a Q & A session, where all participants had the opportunity to ask questions to James on our new Health and Safety strategy and its implementation.

Broad and open dialogue

'Having a broad and open dialogue on our Health and Safety strategy, initiatives – and our challenges in implementing this – is vital and of great value, not only to me and the Executive Board, but to everybody. We all have an active role to play in creating a safe work environment, and open dialogue, transparency and involvement are key to establish personal ownership for

safety at all levels. Therefore, I really appreciate the good questions raised at the kick-off, enabling to give a more detailed background to selected items. We'll ensure that this opportunity of dialogue and asking direct questions will be an integral element of our Health and Safety initiatives', says CEO James Drummond.

On the next page, you can find a couple of examples on the questions asked by the participants at the kick-off and James' answers.

See the full recorded presentation on how we'll create a safety culture in Berendsen, including the Q&A's on Universe.





Creating a
safety
culture



Web conference on Health and Safety Strategy, 25 April 2016
James Drummond, CEO

Q&A session with CEO James Drummond on Health & Safety strategy

Question: Have you considered a Health and Safety officer for each plant?

James: That is a really good question, and the answer is: YES, we have. There are a number of aspects to it. First, all plants, areas and sites are complex in relation to the risks associated with them. Some plants are significantly large and complex, so it will be absolutely worthwhile having one Health and Safety person dedicated to that - and then others may be less urgent. What we've decided last week, and this is part of the decisions, we made about restructuring the Health and Safety function itself, is that the health and safety function will operate on a country basis in support of each of the business lines and the plants they operate in the countries. What we want from the health and safety function is a deep understanding of sectors and regulatory requirements and the ability to facilitate the organization with the necessary tools, techniques, etc. However, I think it is very important that we have resources with Health and Safety insight within the business lines, too, both at business line level, country, and particularly plant level. Essentially your question is; should we have Health and Safety people in each plant? And the answer is YES, but not in the Health and Safety. They need to be linked to the operations or management of the plant.

Question: When will the automated reporting tool be in place?

James: That is scheduled for the end of June, beginning of July. That is when we should be able to automate that and that will make everybody's life a whole lot easier. I do appreciate that there is a lot of manual input to get these reports done but that process in itself is inefficient, so there is no reason why that process can't be automated - so we're going to do that. But in the meantime, please do keep up the reporting because it is extremely encouraging to see that the reporting is on a rising trend. That is how the incidents are going to get

turned around.

Question: What part will externally auditable standards for example ISO18001 play in the development of the safety culture?

James: There are various forms of ISO standards that our plants and businesses subscribe to, and I think that they can play an important role because they set standards and have defined processes and they are already a part of the ways in which we operate. If you don't mind me being slightly critical; in my view, there can be a risk with this ISO approach. It is very process oriented. Processes are important in enabling businesses to manage things better, but they're not the only part. For me the holy grail of this is what goes on in people heads, it's about getting people to believe that they personally have a responsibility for the safety of themselves and for those around them, from the plant floor and upwards. If everybody actually believes and acts on that, it is way more powerful than processes or ISO standards or regulatory standards. When we get people to believe in that, we will be operating way beyond how those kind of standards operate. So for me the holy grail is that every single operator and every single plant manager truly believe that they are responsible for Health and

Safety and take the opportunity to make the necessary improvements on a day to day basis. I think that is much more powerful than the ISO processes. However, I'm not suggesting we throw those away; processes are an essential part of it, too, and we need those processes.

Question: Will there be a separate budget for Health and Safety?

James: The Health and Safety function does have a budget. Locally, the answer is no; I don't believe so. We don't have a specific budget for Health and Safety measures as we don't have a specific budget for cost related to having a good Health and Safety - costs for production stops, sick leaves and dissatisfaction from affected customers. We don't have a specific local Health and Safety budget, and I don't believe that it is necessary, because it pays for itself. I mean, the opportunity cost of not having a good Health and Safety performance it is extremely large as it will lower our productivity, our quality and our customer satisfaction. So yes, there is a central budget for the Health and Safety function. The site costs for Health and Safety initiatives will be a part of total costs for site operations on a daily basis.



Why safety is so important to our business

A safe business is a sound business

With more than 15,000 employees in 17 countries and a variety of business activities and processes, including laundry operations at more than 150 plants, we're exposed to a series of health, safety and operational risk issues. Handling those risks properly and proactively through risk assertion, minimising of risks and maximising of precautionary initiatives, including training, standard operating procedures

and proper equipment, is critical for our business mode, risk management – and license to operate.

If Health and Safety is managed poorly, we jeopardize the safety of our employees, the productivity of our business and the reputation of our brand:

- As a responsible employer it is our obligation to ensure a safe and sound working environment for

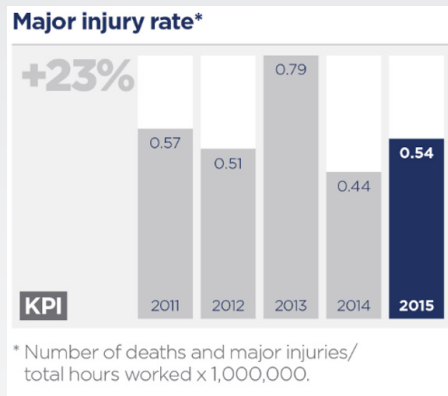
everyone

- Safety is a prerequisite for employee engagement
- Safety is a prerequisite for productivity driving sustainable profit
- Poor safety/incidents have negative effect on our reputation and brand

Where are we right now?

Room for improvement in many areas

- In 2015, we experienced a 23% increase in the number of major incidents reported
- Several incidents are reported late, not reported at all or reported with lacking information making it difficult to analyse the root causes of the incident and initiate proper procedures
- Up till now, we have had a system of country best practice procedures, not a company wide safety policy, joint reporting formats and KPI's making it difficult to benchmark performance across the business
- An internal audit report concluded that the Health and Safety function needs strengthening in relation to resources and tools to be able to support management with data and information for decision making



A few pull-outs from internal interviews:

- "Safety is seen by many managers as getting in the way of productivity"
- "In certain areas, the majority of the workforce is comprised of migrant workers. For 60% of all workers in the UK, English is not their first language. Therefore, we

need a simple and common safety language"

- "Employees are not aware that they have a mandate – and duty – to stop an unsafe job"... and migrant workers especially are also frightened and hesitant to do this"
- "The mindset has been that Health & Safety was for the Health and Safety Department and not the whole company".

All in all, this shows that we have a huge room for improvement in many areas.

65

Our score in relation to health and safety in our 2015 Employee Survey (People in my work area are protected from health and safety hazards).

That is two points lower than the 2013 Employee Survey score and markedly below the upper quartile global benchmark of companies participating in this type of surveys, which is 88.

Where do we want to go?

Our vision: A culture where safety is integral to everything we do

- We will work to understand and take action to solve the root causes of safety issues rather than simply treating the symptoms. This approach actively supports our ambition to become a LEAN, innovative operation where everyone goes home safely every day. The result is a culture of safety in every aspect that benefits all.

Our mission: 'Safety first'

- Safety is the responsibility of all of us, and we need to think 'safety first' - in every process and every situation.

Our target: 'Zero'

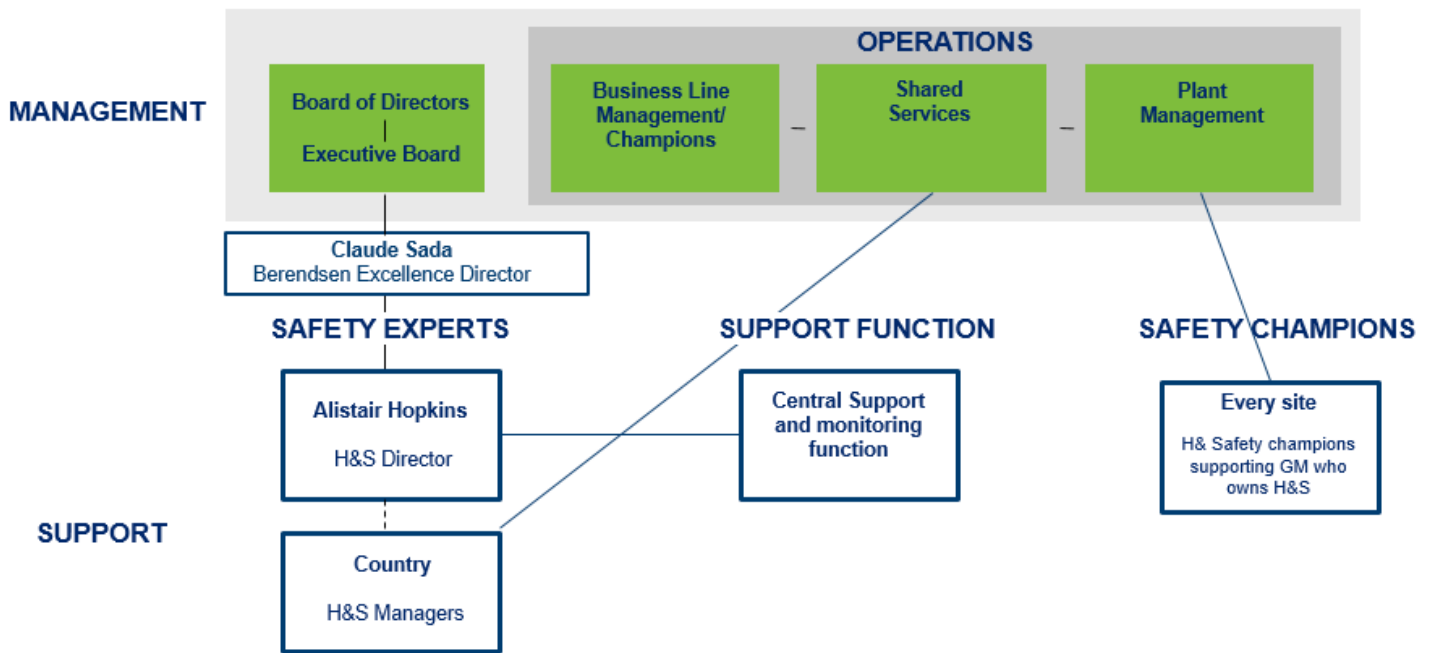
- Our target is 'Zero' accidents. Whilst we want zero accidents, we can't achieve a risk free environment, but we can aim at reducing risk to an absolute minimum.
- We want our colleagues to work in environments where the risk is As Low As Reasonably Practical (ALARP)
- We aim beyond legal compliance: Health and Safety legal standards are a minimum we seek to exceed

Building a strong safety network

Key in our new Health and Safety framework is a strong safety network involving all management levels and support functions having clear roles

and responsibilities. As part of this, we have a Country Health and Safety manager in each country. Further, we will expand our Group Health and Safety

support function, and we're looking into appointing Safety Champions on every site to support local reporting and dialogue on Health and Safety initiatives.



Roles and responsibilities

Board of Directors / Executive Board

- Has the ultimate responsibility for Health and Safety, setting the strategy and safety culture

Business Line Management

- Direct responsibility for ensuring that Health and Safety processes are carried out appropriately

Shared Service

- Offer ongoing support to Country Health and Safety Managers

Plant management

- Direct local responsibility for ensuring that Health and Safety processes are carried out appropriately.

Country Health and Safety Managers (CHSM)

- Policy compliance & implementation
- Direct business support
- Legal advice (country specific)
- Training programmes
- Audit programmes

The CHSM will be a dedicated Health and Safety resource

Support function

- Reporting
- Communication
- Training administration
- Audit administration

Safety champions

- Reporting at site level
- Communication
- Training

The Health and Safety function will be part of the site management. Accountability and ownership will reside at the plant level.

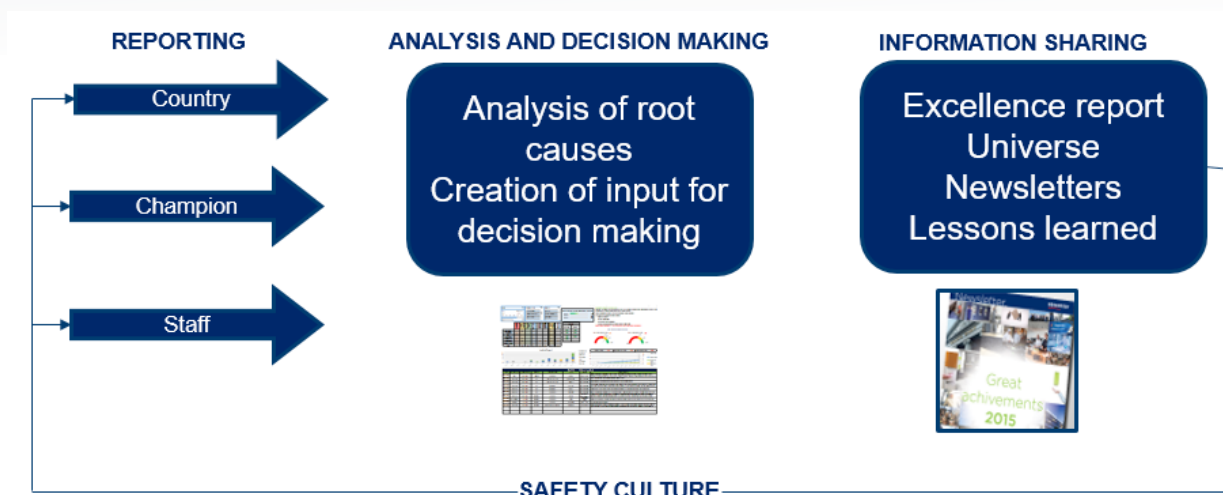


New tools for reporting, information sharing and decision making

A new monthly reporting and communication routine is pivotal

alongside the Safety Academy and training developments (see page 9) to

build the culture and cement the Group's updated safety focus.



Reporting

To support our reporting, we launch a series of new procedures and tools, e.g. Major Incidents Reporting across the group, a group Health and Safety dashboard and a local site Health and Safety dashboard, reporting all incidents, near misses and safety observations at site level.

Three channels for reporting; country, Champion and staff reporting, secure that all staff have the possibility to report. This enables easy, timely and accurate reporting and cements that we all have a role to play to ensure a safe workday.

As a consequence of our new structured and more accurate reporting systems, we must expect to experience an increased number of reported incidents. This is a positive thing, as it allows us to establish a trustworthy baseline, and it enables us to act on these and ensure continuous improvements.

Three types of occurrences

Besides incidents, which will be reported by plant management/country, all levels will have the opportunity to report three types of occurrences:

Significant near miss – where no injury or damage accident has occurred but it was of a significant nature where fatality or serious injury and/or significant damage could have easily occurred

Near miss – where no injury / damage accident has occurred but it was of a minor nature where an injury of a more minor nature could have occurred

Safety observation – an unsafe condition or safety rules not to be followed.

Analysis and decision making

Based on the reporting, we create new dashboards and generate qualified input for analysis of root causes and decision making. See examples on root cause analysis, actions and lessons learned on page 12-14.

Information sharing

- Our Health and safety performance will be reported in a monthly excellence report.
- Further, findings from root cause analyses, corrective actions and lessons learned will be shared on an ongoing basis in the safety network.
- In addition, Health and Safety key performance indicators and selected lessons learned cases will be available on Universe and shared via the Newsletter.
- The easy access to reporting and transparency of our performance supports a well-founded safety culture and ownership at all levels.

Key initiatives 2016 - Processes and tools

- Major Injury (MI) notification process – already implemented
- Health and Safety data information system – June-July
- Group Health and Safety reporting dashboard – already implemented
- Local site Health and Safety reporting dashboard – already implemented
- Group Health and Safety policy – June-July
- Create Group Health and Safety KPI's – KPI's presently being reviewed
- Safety on top of agenda at management meetings – already implemented



Risk assessment and Health and Safety audits

Over the next three years, we will implement a programme of continuous risk assessments, Health and Safety audits and quality assurance.

2016

- In 2016, all sites will be assessed by the country Health and Safety manager to identify risks, gaps between actual performance and targeted performance and potential improvements towards base level.
- Further, we roll out our comprehensive plant audit programme. At present, we have

conducted Health and Safety audits at one plant in Ireland, Norway, Sweden, Denmark, Netherlands, Poland and UK. Audits for all other countries will be conducted later this year. As part of the audits, the Country Health and Safety Managers are trained in conducting audits themselves via a train the trainer approach.

- During the rest of 2016, additional site audits will be conducted locally by the Country Health and Safety Managers.

2017

- Update of assessments of improvement implementation
- Second full assessment of selected sites
- Assurance mapping begins to ensure that our Health and Safety processes are appropriate

2018 and onwards

- Assurance sources mapped to develop a framework of assurance sources, e.g. customer audits, insurance reviews, internal audits, self-assessments, ISO audits, etc.





Training in Health and Safety and risk assessment

Training in Health and Safety principles and tools is an important cornerstone in our Health and Safety strategy and of anchoring the safety culture locally. In 2016, our key training initiatives will be:

- Establishment of our Safety Academy, including training in Health and Safety and risk assessment through train the trainer initiatives and e-learning
- The Training programme targeted at Health and Safety key roles will be presented in June/July
- The training will commence in August and continue on an ongoing basis

Broad dialogue and information sharing

Broad information sharing and continuous dialogue on risk, safety initiatives and lessons learned are equally important for anchoring of the safety culture locally. In 2016, our focus will be on:

- Local sharing of Health and Safety incidents, initiatives and lessons learned through information boards
- Broad sharing of Health and Safety performance and lessons learned through information on Universe and in the Newsletter
- Campaigns on Health and Safety essentials – Autumn 2016



Safety begins with you

We all have a role to play in securing a safe workday. We must all think 'safety first' - in everything we do, all day long. Here is what you can do to support and promote safety during your workday to the benefit of all. Just follow these five simple principles of a safe workday:

Think 'safety first' - in everything you do!

Think 'safety first' - in everything you do - from the start of the day until you go home. Safety is everybody's business,

and you are the one, knowing and seeing what's happening in the business around your workplace all of the time.

Take care of your colleagues safety!

Take care of your colleagues' safety, too. They take care of yours.

It is your duty to stop any unsafe action or operation!

Stopping is preventing! It is your duty to stop an unsafe process and report it immediately.

If you see a safety risk, you own it!

Seeing is owning. If you see a safety issue, you own it. And you must take action.

An occurrence reported is an incident avoided!

Report all incidents, occurrences, near-misses and lessons learned. Not reporting an issue is also an issue. Knowing about an issue enables us to act and improve!



**Safety first
- in everything you do**



**Take care of your
colleagues safety.**



**It's your duty to stop
any unsafe action or
operation**



**If you see a safety risk,
you own it.**



**An occurrence
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incident avoided.**

Special focus areas for Plant Management:

- Take responsibility for reporting of incidents, occurrences, near-misses and lessons learned
- Participate actively in the production of dash boards and actions related to it
- Engage with employees in improving H&S through:
 - Initiate local safety briefings
 - Initiate local safety events
 - Have dialogue with staff on lessons learned, near-misses and ideas for improving Health and Safety
- Develop and manage local boards with input on findings, actions agreed and actions taken
- Promote general safety campaigns

Putting safety top of the agenda

Health and Safety is top of the agenda at all levels of the organisation, and at both the Board of Directors and Executive Board meetings, Health and Safety is now the first point on the agenda at each meeting.

The Executive Board meeting on April 19 was held in Apeldoorn, Netherlands, because all Health and Safety Managers were gathered there for a meeting. The Executive Board joined a workshop with participation of the Country Health and Safety Managers and our Group Health and Safety specialists.

Here, Health and Safety Director Alistair Hopkins gave an initial update on our Health and Safety performance and key initiatives. After this, CEO James Drummond presented the key elements in our new Health and Safety Strategy and the importance of a strong and broadly anchored safety culture. Later, Anne Davies from Withers Worldwide gave an introduction to legality perspectives on Health and Safety, and all participants took part in workshops on Root Cause Analysis and safety improvements. This was followed by a Q & A session, where the Executive

Board answered questions about the Health and Safety strategy and key initiatives from the Country Health and Safety Managers. The day ended with a joint visit at the Apeldoorn Wiper plant and a number of mini safety audits were completed by the local Country Health and Safety Managers and Health and Safety Director Alistair Hopkins.



Eventful Country Health and Safety Manager meeting

On the following day, the Country Health and Safety Managers held their third joint meeting. Here, focus were on information sharing on Health and Safety performance and milestones in roll-out of the new Health and Safety strategy and key initiatives.

A key point on the agenda was a fruitful discussion on the practical implementation of the coming Group Health and Safety policy and key elements such as implementation of Health and Safety audits, an operational Health and Safety programme and reporting.

Going forward, the Country Health and Safety Managers will share information on Health and Safety performance and initiatives on Universe on a regular basis. The next cross-country Health and Safety Manager meeting will be held in September.



Continuous learning and improvement

In the first quarter of 2016, we have experienced an increasing number of incidents reported, not necessary because we have had more incidents, but - to a high degree - as a consequence of better and more systematic reporting. Trustworthy and accurate reporting of

incidents, near misses and occurrences is the backbone of our continuous learning and improvement. It enables us to identify and manage the root causes of the risk or incident, to prevent rather than repair, and be proactive on the basis of lessons learned and sharing of insight

on a continuous basis.

Here are a few examples on incidents, our preventive actions and lessons learned. Going forward, we'll share more of these lessons learned here in the Newsletter and on Universe.



Electrical fire in mat dryer

Incident

- In March, a small fire broke out in an electrical motor in connection with a mat tumble dryer in Karup, Denmark. Two employees extinguished the fire within a few seconds. Subsequently the fire brigade arrived and confirmed that there was no risk of the fire reigniting.
- The investigation showed that the cause of the fire was a cut in the outer jacket/insulation of a cable. The cabling was placed close to an edge with a burr. Over time, the vibrations of the tumble dryer had caused the burr to work its way through the outer jacket of the cable resulting in a high voltage arc. This arc ignited the surrounding soundproofing material.

Corrective actions

- An Investigation was conducted into where else in our Mat business this specific dryer was installed. As a result of this, all tumble dryers of the same model in Denmark, Norway, Netherlands, Latvia, Poland and Sweden have been checked for the same problem. A number of tumble dryers had problems with beginning cutting in the outer jacket/insulation of a cable - and the cables has been replaced.
- Further, we have initiated regular checks of cables in mat dryers



and placed extra fire extinguishing equipment next to the dryers. In addition, we have had close dialogue with the supplier on informed other customers with a similar tumble dryer to conduct similar preventive measures.

- In addition, we have investigated, whether we have this issue with dryers in other business lines, too.

Lessons learned

- The case showed the importance of fire training and regular fire drills, which ensured a fast extinguishing of the fire, preventing it to turn into a serious fire. Further, the

root cause analysis showed a systematic weakness/risk in the tumble dryer electrical cabling and led to investigation of similar tumble dryers across countries, revealing a number of tumble dryers with beginning corrosion of electrical cables and high risk of initiating similar electrical motor fires. Going forward, we have now procedures for regular checks of 'hidden' electrical cables.



Vehicle backing with tail lift in loading position

Incident

- Recently, an operator working in the courtyard at a Workwear plant in the UK saw a 13t vehicle being reversed by the driver with the tail lift down in the loading/unloading position (i.e. at head/chest height and a right angles to the rear cabin). He went to lift the tail lift whilst the truck was still moving and was caught between the vehicle and the loading bay. Luckily, on this occasion, the operator only received a slight grazing injury, but the consequences could have been fatal.
- Therefore, this is being reported as a 'significant near miss' due to the potential injury that could have been sustained. Both employees breached basic safety principles – 'conducting endangering life and limb on self and others'.

Corrective actions

- A review of the current Safe Systems of Work (SSOW) has been carried out and retraining completed
- A Health and Safety Emergency Bulletin has been sent to all sites with driving activities outlining safety procedures in relation to vehicle movements and loading/unloading of vehicles on site, highlighting that no commercial vehicle movements (either forward or backwards) are allowed without the tail lift being in its required stowed position, mandatory use of hi-visibility vest/jackets for all staff working in the vehicle yard area and a 3-metre 'exclusion zone' around all tail lifts during loading and unloading activities.

Lessons learned

- Reversing activities have to be conducted with tail lift in correct position
- Separation of vehicle moving and pedestrians is paramount
- Implementing a 3-metre zone 'exclusion zone', when impracticable, is key for protection



Chemical spill during decanting

Incident

- An employee was attempting to refill a 200ltr chemical drum directly from an IBC (1 tonne cube) using a makeshift decanting system and process in the chemical store at a UK Workwear plant. The site had exhausted their supply of required 200ltr barrels stocks of Hygenal Alca to run the washing operations, and the employee wanted to supply the needed Hygenal Alca quickly so that they didn't fall behind in production. During the decanting process, where the employee wore insufficient Personal Protection garments, the makeshift system failed under the pressure exerted by the liquid inside the IBC, and the employee was extensively covered by the corrosive chemical in his face and lower body area.
- Immediate action was taken to strip the clothing and place the employee under a drench shower. The employee was brought to

the local hospital and treated by specialists in burns.

- The decanting process was not a normal process used by the site and is best described as an 'ad hoc and uncontrolled' process.

Corrective actions

- The incident has resulted in a Health and Safety Emergency Bulletin on decanting from chemical containers, forbidding decanting of any chemical from any IBC/barrel/container.
- Further, a review of the current risk assessment for the chemical processes used at site (including the chemical storage area) will be completed at all sites with chemical storage
- In addition, an inspection of the chemical storage areas will be completed to ensure housekeeping standards and the state of and procedures for checking of

emergency eye wash stations, emergency showers and Personal Protective Equipment

- A review of chemical stock re-ordering processes to ensure that chemical stocks are available and aligned to the operational needs, limiting the need for decanting of chemicals.

Lessons learned

- A root cause analysis of the incident showed that lacking chemical re-ordering processes started the chain and led to the ad hoc decanting. Further, the site investigation revealed insufficient Personal Protection Equipment and limited availability to eye wash and emergency showers. Processes for inspection of present status and procedures for regular reviews of this have now been initiated on all sites.



Manual overwrite of optical sensor

Manual overwrite of optical sensor Incident

- During several days, photo cell sensors in a new press machine caused periodic fails and disrupted laundry processes at a UK Hospitality plant. Not being able to locate the origin to the fault, the engineer from the supplier of the press machine hardwired out (bypassed) the site press photo cell sensors, enabling a manual operation of the press – despite the fact that the local Berendsen engineer felt uncomfortable with this solution. An Operative was assigned to run the press as substitute for sensors, and a ‘manual operating mode’ was initiated. During this, the operator left his observation post to attend to another situation with a blocked tank pump, and the linen did not come out of the shoot properly. The press came down and

caused significant – and very costly – damage to the press, press basket and conveyor.

Corrective actions

- Following the incident a Safety Bulletin has been sent out establishing that NO safety device is allowed to be bypassed
- Better training procedures are initiated when new equipment is installed
- More comprehensive handover processes are now in operation

Lessons learned

- Automatic production stop features are there for a reason and must never be blocked or hardwired out. In this incident it was about major equipment damage, rather than people damage, but often both types of damage go hand in hand

- The root cause analysis showed that both the Berendsen engineer and the engineer from the supplier of the press machine were uncomfortable with the manual mode solution, but felt urged to implement such a solution due to productivity. This points to a cultural thing and lacking feeling of having the duty – and mandate – to stop an unsafe process.
- The ‘ad hoc’ manual processing mode was initiated without carrying out a risk assessment and without giving the operator a proper training and dedicating him solely to this task. A thorough risk assessment and proper training shall be conducted prior to all new process – deviating from our Standard Operating Procedures.

