Restarting Operations after COVID-19 Lock-Down
The Toyota Way

Human Resources & Services Group
Toyota Kirloskar Motor (TKM)
Bidadi, Bengaluru,
Karnataka, India
Overview of the Manual

1. Background
2. Starting From Home To Work
3. Health & Safety at Company
4. Health & Safety at Facilities
5. Health and Safety after Reaching Home
1.1 Acknowledgements

Sincere thanks to all the stakeholders . . .

<table>
<thead>
<tr>
<th>Team Toyota</th>
<th>State Governments</th>
<th>Government of India</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Members at Toyota Kirloskar Motor</td>
<td>• Department of Factories, Labor, Industries, Police</td>
<td>• Ministry of Industries, Commerce</td>
</tr>
<tr>
<td>• Toyota Group (Japan, Thailand, Singapore, China, Philippines)</td>
<td>• Department of Health and Family Welfare</td>
<td>• Ministry of Health and Family Welfare</td>
</tr>
<tr>
<td></td>
<td>• District Administration</td>
<td></td>
</tr>
</tbody>
</table>

And World Health Organization . . .
Automobile industry has entered an era which will come only once every 100 years. Hence, we need to change ourselves from a “Car Manufacturing Company” into a “Mobility Company”. In this backdrop, Akio Toyoda san says, “We need to lead the charge, fight every day to survive and thrive in this once-in-a-century period of profound transformation”.

Today, Corona Virus Disease (COVID-19) pandemic has affected the health and safety of people across the world. We are witnessing demand, supply, market and liquidity shocks, decline in real GDP growth rates, foreign currencies becoming weaker against the Dollar etc. It is still unclear whether we will move from ‘V’ to a ‘U’ or ‘L’ shape recovery.

Our immediate focus is to secure the people from health hazards and support government and relevant stakeholders to provide relief to the needy. Its our prime responsibility to ensure health and safety of employees, families and stakeholders. We need to safeguard business continuity by ensuring “Customer First” and viability of the business. In this perspective, this “Restart Manual” is prepared for the benefit of government, industries and stakeholders.

Change is inevitable. Change is always for the better or progress. Change is the “New Normal”. We need to Stop jobs that do not fit the needs, Change procedures or the way we work and Continue to navigate in these turbulent times. Let us work together as “One Team One Goal” with greater speed and intensity.
1.3 Purpose

- Contribute to the government, stakeholders and community by sharing Company’s know-how
- Ensure health and safety of all employees and enrich the lives of communities
- Facilitate to set uniform acceptable standards among manufacturing industries
WHO has shared the source, means and how to protect from COVID-19.
Overview of the Manual

1. Background

2. Starting From Home To Work

3. Health & Safety at Company

4. Health & Safety at Facilities

5. Health and Safety after Reaching Home
## 2. Starting From Home to Work

<table>
<thead>
<tr>
<th>SOP No.</th>
<th>Particulars</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>At Home Before Start of Work</td>
<td>• Declare health status</td>
</tr>
<tr>
<td>2.2</td>
<td>Safety at Pick-Up Point</td>
<td>• Ensure social distancing and respiratory hygiene</td>
</tr>
<tr>
<td>2.3</td>
<td>Travel in Bus: Alternative Seating</td>
<td>• Ensure social distancing</td>
</tr>
<tr>
<td>2.4</td>
<td>Commutation Walk Path</td>
<td>• Ensure social distancing</td>
</tr>
<tr>
<td>2.5</td>
<td>Locker Room Usage</td>
<td>• Ensure social distancing</td>
</tr>
</tbody>
</table>
2.1 At Home Before Start of Work

Purpose: Employees take ownership in declaring their health status

- Start to office only when the employee is healthy
- If employee is feeling sick, having severe cough, sneezing and difficulty in breathing, stay back at home. Take rest and consult family Doctor
- Report to supervisor and Company Doctor

Before

- No self-examination on health status

New Normal

• Self-examination on health status

Key Points

- Symptom of Coronavirus (COVID-19):
  - Fever
  - Shortness of breath
  - Cough

No self-examination on health status

Self-examination on health status
2.2 Safety at Pick-Up Point

Purpose: Ensure employees maintain social distancing measures and respiratory hygiene

• Maintain social distancing instead of standing in group/crowd
• Cover face with mask
• If body temperature is more than 37.5°C, team member is asked to go back to his home

Key Points

Before

New Normal

• Maintain social distance at pick-up point
• Temperature check while boarding
2.3 Travel in Bus: Alternative Seating

**Purpose:** Ensure social distancing

- Employees sit next to each other
- Alternative seating
- Windows to be kept open
- Employees ensure respiratory hygiene by wearing mask

### Before
- Employees sit next to each other

### New Normal
- Alternative seating
2.4 Commutation Walk Path

Purpose: Ensure social distancing while moving from yard to workplace

Key Points

Before
- Employees walk closely

New Normal
- Employees maintain social distancing

- Always follow social distancing between one employee to another in the Company premises
- Please wait till the next person moves
2.5 Locker Room Usage

Purpose: Ensure social distancing and respiratory hygiene

- Employees rush to lockers in group
- Maintain social distance

Key Points
- Maintain social distancing while using locker room
- Leave locker room immediately without flocking
- Wash hands with soap and water for 20 seconds before exiting from the locker room
Overview of the Manual

1. Background
2. Starting From Home To Work
3. Health & Safety at Company
4. Health & Safety at Facilities
5. Health and Safety after Reaching Home
## 3. Health and Safety at Company

<table>
<thead>
<tr>
<th>SOP No.</th>
<th>Particulars</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Turnstile Gate (Entry &amp; Exit)</td>
<td>• Ensure social distancing</td>
</tr>
<tr>
<td>3.2</td>
<td>Food at Canteen</td>
<td>• Ensure social distancing and hygiene</td>
</tr>
<tr>
<td>3.3</td>
<td>Canteen Staggered Timings</td>
<td>• Ensure social distancing</td>
</tr>
<tr>
<td>3.4</td>
<td>Menu Changes</td>
<td>• Ensure hygiene</td>
</tr>
<tr>
<td>3.5</td>
<td>Attendance Swiping</td>
<td>• Stop shower area usage temporarily</td>
</tr>
<tr>
<td>3.6</td>
<td>Exercise Before Shift Start</td>
<td>• Ensure social distancing</td>
</tr>
<tr>
<td>3.7</td>
<td>Morning/Shift Beginning Meeting</td>
<td>• Ensure social distancing</td>
</tr>
<tr>
<td>3.8</td>
<td>Work at Shop Floor</td>
<td>• Wear mask</td>
</tr>
<tr>
<td>3.9</td>
<td>During Breaks in Shop Floor</td>
<td>• Sanitize common touch points</td>
</tr>
<tr>
<td>3.10</td>
<td>Working at Office</td>
<td>• Alternative seating</td>
</tr>
<tr>
<td>SOP No.</td>
<td>Particulars</td>
<td>Measure</td>
</tr>
<tr>
<td>--------</td>
<td>--------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>3.11</td>
<td>Executive Car Travel</td>
<td>• Social distancing, wear mask, temperature check</td>
</tr>
<tr>
<td>3.12</td>
<td>Meetings</td>
<td>• Stop in-person meetings. Virtual TEAMS meetings</td>
</tr>
<tr>
<td>3.13</td>
<td>Entry of Visitor/ Contractors/ Vendors</td>
<td>• Wear mask and temperature check</td>
</tr>
<tr>
<td>3.14</td>
<td>Gathering at Pantry</td>
<td>• Bring own cups and water bottles</td>
</tr>
</tbody>
</table>
3.1 Turnstile Gate (Entry & Exit)

Purpose: Ensure social distancing

Before

• Moving in groups
• Do not use sanitizer

New Normal

• Maintain social distancing while in queue
• Clean hands with sanitizer

Key Points

• Do not touch turnstile gates from your hands
• Clean hands using sanitizer after moving from turnstile gate
• Disinfection of turnstile gates to be done frequently by Security team
3.2 Food at Canteen (Breakfast, Lunch & Dinner)

Purpose: Ensure Safety through Social Distancing & Hygiene practices at Canteen

- Stand in queue to collect food. Do not touch any food items while collecting from your hand.
- Sit in alternative seats while having breakfast, lunch, dinner and snacks.
- Do not talk loudly near the food counters and at dining table.
- Stewards to wear personal protective equipment.
- Wash your hands thoroughly with soap and water (both before and after).

Key Points

**Before**

- Stand one behind the other closely.
- Sit next to each other.
- Sitting side by side and opposite to each other.

**New Normal**

- Maintain social distancing while in queue.
- Sit in alternative seats.
- Standing one arm distance while collecting food.
- Sitting alternative seats.

Seating:

Do not sit
- Dining Table
3.3 Canteen Staggered Timings

Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

- Please ensure you arrive and exit as per the stipulated staggered time
- Canteen service staff allocation at serving counters based on staggered service timings
- Lesser overlap service. Sanitize after each service
- Increased breakfast, lunch and dinner time by 5 minutes

**Key Points**

**Before**
- 30 min. duration. 20 minutes overlapping time
- Large gatherings at same time

**New Normal**
- 35 min. 5 minutes overlapping & staggered time
- Sanitize dining halls after each service

---

19

New Normal Before
3.4 Menu Changes

Purpose: Ensure hygiene by avoiding commonly touched items

Before
- Chapathi, Ragi Ball
- Rice
- Sambar, Rasam, Dal
- Pappad, Pickle, Curd
- Buttermilk
- Egg
- Salad, Ice cream, Chutney powders
- Sweet, Banana

- All items provided
- Common items placed in a common point

New Normal
- Chapathi, Ragi Ball
- Rice
- Sambar, Rasam, Dal
- Pappad, Pickle, Curd
- Buttermilk
- Egg
- Salad, Ice cream, Chutney powders
- Sweet, Banana

- Stop items placed at common points
- Stop items which affect health

Key Points
- Raw, uncooked items which are kept at common place stopped
- Items that aggravate cold (e.g. ice cream) stopped
- Items which affect health (e.g. egg) stopped
- B shift snacks: Outsourced items stopped (samosa, veg puff, cup cake etc.). Only packed items.
3.5 Attendance Swiping

**Purpose:** Ensure social distancing and avoid touching attendance terminals

- Maintain social distancing.
- Punch at attendance terminal with ID card from 2 cm distance
- Do not touch ID card to swiping machine

**Key Points**

- Standing in groups or closely
- Punch and biometric

**Before**

**New Normal**

- Maintain social distancing
- Hold ID card 2 cm away from Kronos terminal
3.6 Exercise Before Shift Start

Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

- Doing exercise in proximity
- Maintain social distance while doing exercise

Key Points
- Maintain social distancing while doing morning exercise
- Do not touch other tables or chairs unnecessarily
- If you are feeling uneasy, inform your supervisor and report to the Doctor
3.7 Morning/Shift Beginning Meeting (KYT)

Purpose: Ensure social distancing and confirm health condition during shift beginning

- Maintain social distancing. Break into smaller groups. Cancel, if found appropriate
- Wear mask and ensure respiratory hygiene
- Grasp whether employee and his/her family members are healthy

**Key Points**

**Before**

- Stand close to each other
- Did not wear mask

**New Normal**

- Maintain social distance
- Wear mask
3.8 Work at Shop Floor

**Purpose:** Ensure smooth productions and maintain social distancing

- Wear cap/helmet and work
- Follow standard operating procedures as prescribed in the line

**Before**

**New Normal**

- Wear cap/helmet and mask while working

**Key Points**

- Wear cap/helmet and mask while working in the line
- Follow standard operating procedures as prescribed in the line
3.9 During Breaks in Shop Floor

Purpose: Ensure social distancing and hand hygiene

- Maintain social distance in group rooms or break tables. Playing carrom is stopped.
- AC switched off with doors open for ventilation.
- If AC is required, then ensure microfilter (Micro 95) in the ACs, as applicable
- Sanitize common touch points in group rooms (e.g. tables, desktop, keyboard, walkie-talkies etc.)

Key Points

- Gather in groups, communicate sitting side by side
- Play carrom during break time
- Air Conditioning is on
3.10 Working at Office

Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

- Sitting side by side and opposite to each other
- Air Conditioning is on

Key Points

- Ensure social distancing. Ensure alternative seating. Wear mask to prevent infection
- Disinfect your laptop or desktop during shift beginning
- Air Conditioning off. Doors kept open
- If AC is required, then ensure microfilter
- If AC is required, then ensure microfilter (Micro 95) in the ACs, as applicable
3.11 Executive Car Travel

Purpose: Ensure temperature check of driver and social distancing

• Check driver’s health before starting from home
• Sit diagonally to the driver and maintain social distance
• Temperature check before entering the Company premises

Key Points

Before

• Driver and passengers full
• Not checking driver’s health/temperature
• No temperature check at entrance

New Normal

• Stopped pooling. Sit diagonally
• Driver health check before start
• Temperature check at entrance
3.12 Meetings: At Rooms -> Virtual TEAMS

Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

Key Points

- Stop physical meetings or gathering people
- Utilize Microsoft Teams and conduct virtual meetings

Before

- Sitting side by side and opposite to each other

New Normal

- Virtual Meetings
3.13 Entry of Visitors/Contractors/Vendors

Purpose: Ensure visitor management through social distancing and hygienic practices

**Key Points**

- Visitors stand close to Security Reception
- Do not wear mask. No temperature check

**Before**

- Maintain social distancing
- Wear mask compulsorily. Check body temperature

**New Normal**

- All visitors/contractors/vendors to wear mask compulsorily
- Checking body temperature is mandatory. If found sick, visitor will not be allowed
- Visitor to provide self-declaration at point of entry
3.14 Gathering at Pantry

Purpose: Ensure social distancing at common gathering points

- Avoid overcrowding. Arrive to pantry in staggered timings and maintain social distance
- Do not chat in groups. Leave pantry once you drink water or take coffee/tea
- Bring own cups and water bottles

Key Points

- Crowded and use cups at pantry
- Maintain social distance
- Bring own cups and water bottles
Overview of the Manual

1. Background
2. Starting From Home To Work
3. Health & Safety at Company
4. Health & Safety at Facilities
5. Health and Safety after Reaching Home
### 4. Health and Safety in Common Touch Points

<table>
<thead>
<tr>
<th>SOP No.</th>
<th>Particulars</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Disinfecting Vehicle</td>
<td>• Disinfect before and after each shift</td>
</tr>
<tr>
<td>4.2</td>
<td>Rest Rooms Disinfecting</td>
<td>• Increase frequency of disinfecting</td>
</tr>
<tr>
<td>4.3</td>
<td>Rest Rooms in Office</td>
<td>• Social distancing and hand hygiene</td>
</tr>
<tr>
<td>4.4</td>
<td>Shower Area Usage</td>
<td>• Stopped till further communication</td>
</tr>
</tbody>
</table>
4.1 Disinfecting Vehicle

Purpose: Ensure healthy and safe vehicle for commuting

- Floor washing & dust cleaning

**Key Points**

- Disinfecting vehicle and cleaning to prevent infection
- PPEs to be worn by the cleaning staff

**Before**

- Cleaning staff cleaning the floor

**New Normal**

- Disinfecting done before and after each shift

- Cleaning staff wearing PPEs
4.2 Rest Rooms: Disinfecting

Purpose: Ensure Safety during break through Social Distancing & Hygiene Practices

**Before**
- Cleaning done once in 2 hours

**New Normal**
- Cleaning done every hour
- Alcohol-based disinfectant used
- Frequent touch points disinfected

**Key Points**
- Frequent touch points disinfection done
- Frequency of cleaning to be done every hour. Additional manpower deployed
- Personal Protective Equipment usage mandatory for cleaning staff
- Alcohol-based disinfectant utilized
4.3 Rest Rooms in Office

Purpose: Ensure hygiene in rest rooms

1. While Entering Toilet
   - Use alternative urinals to maintain social distance
   - Open the door using your elbow/arm (Do not use palm)
   - Maintain social distance
   - Do not enter inside if it is crowded.

2. Using Urinals
   - Use alternative urinals to maintain social distance
   - 2.1 Waiting for urinals
   - Open the door using your elbow/arm (Do not use palm)

3. Using commodes
   - 1. Wash commodes with water before and after using
   - 2. Remove the water by using tissue papers

4. After using Urinals & Commodes
   - Wash your hands as per the guideline with soap oil
   - 4.1 Waiting for urinals

5. While coming out from Toilet
   - 1. Maintain social distance while waiting for washing
   - Open the door using your leg & elbow/arm (Do not use palm)
4.4 Shower Area Usage

Purpose: Ensure hygiene in shower area

**Before**
- Shared by employees one after the other

**New Normal**
- Stopped till further communication

**Key Points**
- Do not use shower room. This is temporarily stopped till further communication.
Overview of the Manual

1. Background
2. Starting From Home To Work
3. Health & Safety at Company
4. Health & Safety at Facilities
5. Health and Safety after Reaching Home
## 5. Health and Safety After Reaching Home

<table>
<thead>
<tr>
<th>SOP No.</th>
<th>Particulars</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Hand Wash</td>
<td>• Hand Wash with Soap and Water thoroughly and frequently</td>
</tr>
<tr>
<td>5.2</td>
<td>When to Use Mask</td>
<td>• Issue mask to every member</td>
</tr>
<tr>
<td>5.3</td>
<td>Increase Ventilation</td>
<td>• Switch-off AC and ensure circulation of air</td>
</tr>
<tr>
<td></td>
<td>In the Lift</td>
<td>• Avoid common touch points</td>
</tr>
<tr>
<td>5.4</td>
<td>If someone in neighborhood gets infected by COVID-19</td>
<td>• Wear mask, ensure social distancing, seek immediate support</td>
</tr>
<tr>
<td></td>
<td>If you have kids at home</td>
<td>• Educate hand hygiene and use of sanitizer</td>
</tr>
<tr>
<td></td>
<td>If you have elderly at home</td>
<td>• Monitor health condition daily</td>
</tr>
</tbody>
</table>
5.1 Health & Safety at Home

How to Hand Wash?

Clean Hands to Protect from Infection

5.2 Health & Safety at Home

WHEN TO USE A MASK

For healthy people wear a mask only if you are taking care of a person with suspected 2019-nCoV infection.

Wear a mask, if you are coughing or sneezing.

Masks are effective only when used in combination with frequent hand-cleaning with alcohol-based hand rub or soap and water.

If you wear a mask then you must know how to use it and dispose of it properly.

HHow TO PUT ON, USE, TAKE OFF AND DISPOSE OF A MASK

Before putting on a mask, clean hands with alcohol-based hand rub or soap and water.

Cover mouth and nose with mask and make sure there are no gaps between your face and the mask.

5.2 Health & Safety at Home

HOW TO PUT ON, USE, TAKE OFF AND DISPOSE OF A MASK

Avoid touching the mask while using it; if you do, clean your hands with alcohol-based hand rub or soap and water

HOW TO PUT ON, USE, TAKE OFF AND DISPOSE OF A MASK

Replace the mask with a new one as soon as it is damp and do not re-use single-use masks

HOW TO PUT ON, USE, TAKE OFF AND DISPOSE OF A MASK

To remove the mask: remove it from behind (do not touch the front of mask); discard immediately in a closed bin; clean hands with alcohol-based hand rub or soap and water

5.3 Health & Safety at Home

Increase Ventilation by Opening the Window at Least Twice a Day

1. 30 minutes each time
2. Air conditioning not recommended for ventilation
3. If cannot ventilate naturally, switch on fan coil

In the Lift
Do not remove Mask! Do not Touch!

1. Wear mask
2. Do not lean in the lift
3. Press the lift buttons using tissue, disposable gloves
4. Throw the tissue, disposable gloves into the trash bin

Source: Internet
5.4 Health & Safety at Home

Source: Internet
COVID-19 Response
A Guide to Handle +Ve COVID-19 Case
<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
<th>TM Working</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| ① Patient Under Investigation (PUI) | 1. Having fever $\geq$100 F and respiratory symptom  
2. Company Doctor's Judgement to test COVID-19                                                                                                         | NO                  | 1) Take Sick leave when have symptom and seek medical advice as recommended by Company Doctor / Family Doctor  
2) Report test result to Company Doctor and Supervisor;  
   - Positive: Hospitalized (As per DoH procedure)  
   - Negative: Recover fully and come to work with fitness certificate |                     |
| ② Infected Person                | Test result +Ve COVID-19                                                                                                                                                                                   | NO                  | Hospitalize until fully recovery                                                                                                                                                                     |
| ③ High Risk Contact [Person who are in direct contact with Infected Person] | 1. Closely working with Infected Person within One Mtr. distance  
2. Colleagues of Infected person worked in enclosed space ,i.e, Meeting Room, Canteen, Commutation and Pantry, etc | NO                  | Self Quarantine for 14 Days after being contacted with infected person                                                                                                                                   |
| ④ Low Risk Contact [Person who are in direct contact with High Risk Contact ] | 1. Closely working with High Risk Contact within 1 Mtr. distance  
2. Colleagues of High-Risk Contact worked in enclosed space i.e, Meeting Room, Canteen, Commutation and Pantry, etc | YES                 | 1) Wearing Mask for 14 Days  
2) Strictly monitor health condition for 14 days [Any symptom, contact company doctor/ family doctor]  
3) Respective Division Head can decide the working method based in each case judgement |                     |
Basic Work Procedure for Managing +Ve Case & Contact Tracing

1. Person Under Investigation (PUI)
   - Result of Medical Test for Covid 19
     - +ve: Hospitalize
     - -ve: Hospitalize & Report to work with Fitness Certificate
       # No. of days sick leave can be lesser than 14 days

2. Close Contact Person
   - Prepare Low Risk Contact members
   - List those contact with High Risk Contacts
   - High Risk Contacts (Isolate them immediately)

3. Supervisor
   - Notify to Company Doctor immediately
   - Contact Tracing of Infected Person
     # Refer the list format as annexure

4. COVID-19 Taskforce *
   - (HR+ Company Doctor)
   - Discuss with Supervisor and Explain Contact Tracing Key Points
   - Take Action [ Annexed SOP managing +Ve case ]

Yes
- Have Covid 19 Symptoms
  - Inform Supervisor & Go to Hospital

No
- 1. Submit Fitness Certificate to Company Doctor
- 2. Back to Work with Mask (14 Days)