

**TOYOTA**

# Safe @ Work



An Overview of Toyota Motor North America's Manufacturing  
COVID-19 Pandemic Preparedness and Response Plan

APRIL 2020

## A note to all readers

The information contained in this Playbook represents a summary overview of Toyota Motor North America (TMNA) practices regarding the response to the unprecedented COVID-19 pandemic. The health and safety of all team members is and will always be our focus and drove these activities.

## Disclaimer - Legal statement

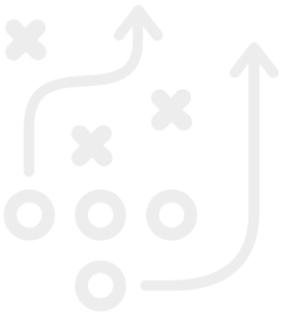
Please be advised that some or all of the information contained in this Toyota Safe@Work Playbook for its North American manufacturing facilities may not be applicable to other businesses or places of work. We strongly recommend that before implementing any of the ideas contained herein, each third party carefully evaluate, and consult with legal counsel, or EHS professionals, as appropriate, regarding the legality, applicability and potential efficacy of this information for its place of business. Please also note that this is a “living” document that may be updated at any time by Toyota given the fluidity of this situation.

Toyota assumes no responsibility for any circumstances arising out of or related to the adoption, or decision not to adopt, by any third party any of the practices or procedures contained in the Toyota Safe@Work Playbook, nor does it assume any responsibility to communicate any revisions to the Playbook.



---

This **Safe@Work Playbook** includes recommendations, based on guidelines from the Centers for Disease Control and Prevention (CDC), World Health Organization (WHO), Occupational Safety and Health Administration (OSHA), best practices developed by Toyota Working Groups, and local order and other authorities.



This **Safe@Work Playbook** was created in the spirit of the basic philosophies of The Toyota Way.

---



- Help protect Team Toyota - team members, contractors, suppliers and vendors - from the spread of COVID-19 while at work
- Help ensure everyone's actions against COVID-19 are specific, understandable, achievable, and consistent to help prevent the spread of the virus at work



- Observe government and medical community guidance



- Lessen the business impact to Toyota, suppliers, partners and communities

*"It's my job to remain calm and control what I can control," says Ogawa, overseeing the company's multi-faceted response to the COVID-19 crisis."*

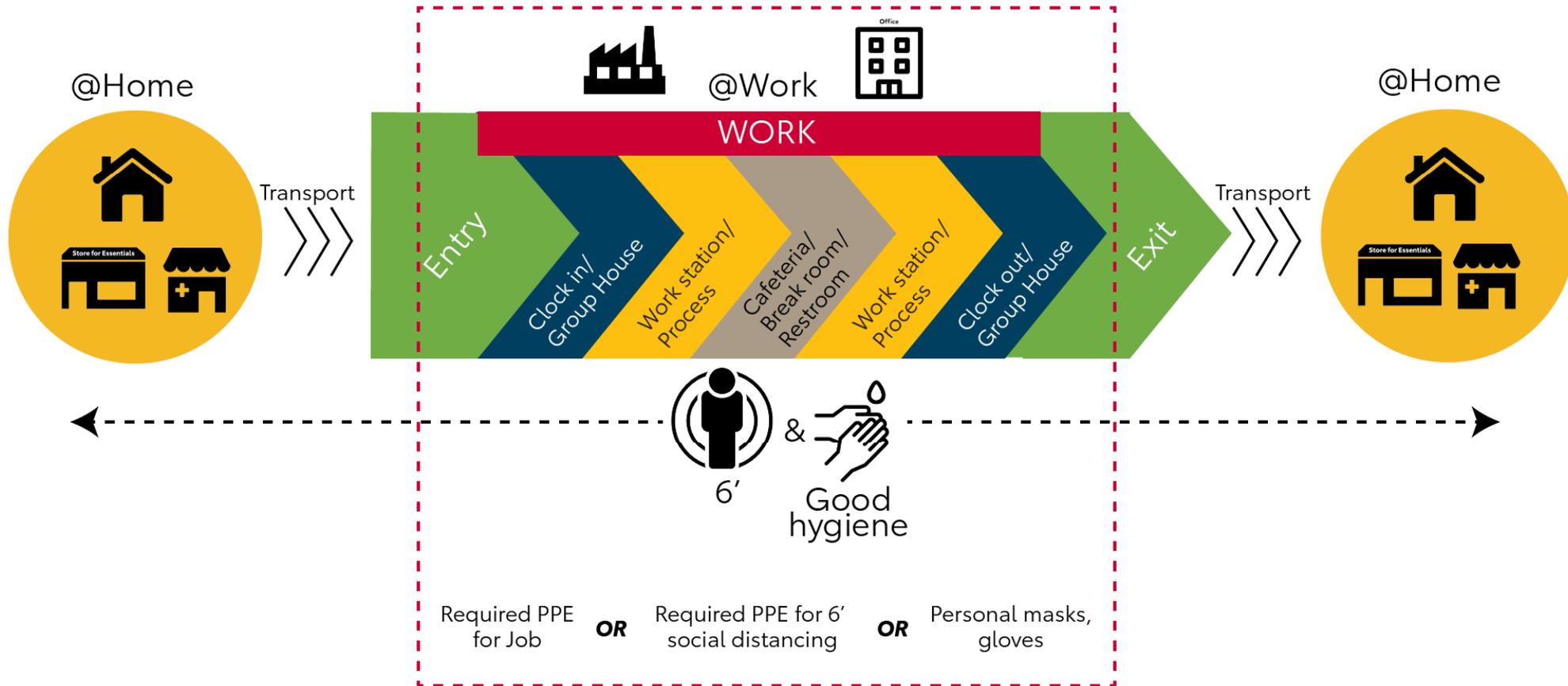


Ted Ogawa, Toyota Motor North America's (TMNA) President and CEO



# Our Goal: Getting Team Members Back To Work & Home Again - SAFELY

Team Toyota has a role to play in slowing the spread of Covid-19 and protecting themselves, their family, and their community.





## Sanitizing is Key to Team Members Safety at Work

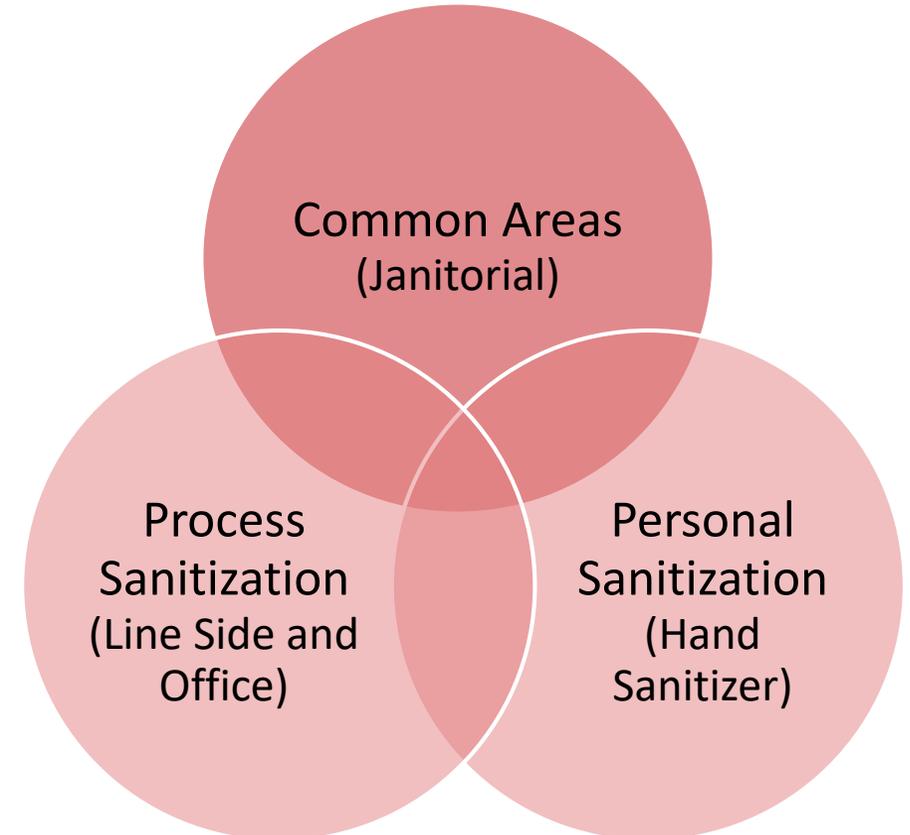
---

### Increasing our Sanitizing Efforts to Mitigate Transmission of Disease

Everyone has a role to play in slowing the spread and protecting themselves by maintain a clean and sanitized environment.

Toyota's sanitizing efforts are split into three areas:

- **Common spaces** – covered by janitorial suppliers
- **Process/Work space** – conducted by both janitorial / industrial cleaners and individuals
- **Personal Sanitation** – hand washing and hand sanitizer usage





## Additional Sanitizing Protocols at Our Facilities Help Protect Team Members

### Shutdown Sanitizing

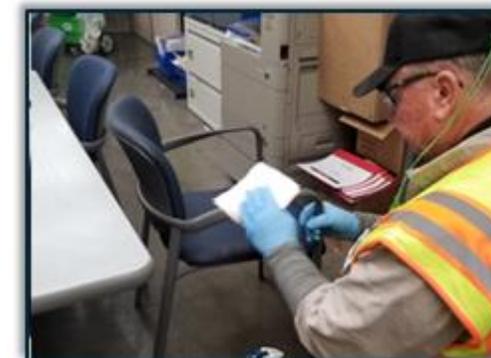
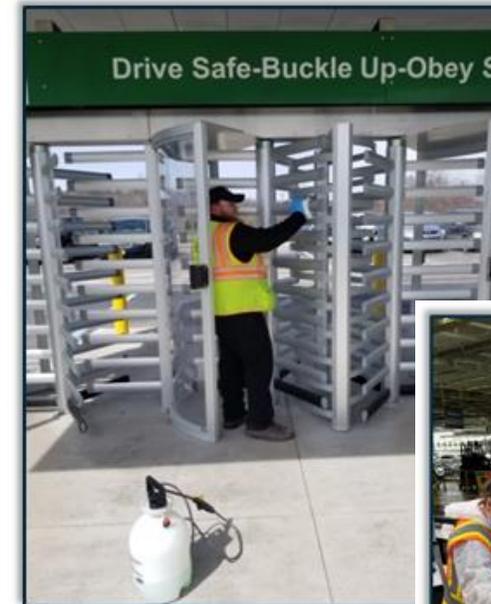
- Completed during shutdown period at all North American Manufacturing Centers
- Utilized EPA approved products
- Completed by Janitorial and Industrial Cleaning staff

### Common Areas

- On-going after production restart
- EPA approved product
- General application by Janitorial/Industrial Cleaning Staff
- Increased frequency from pre COVID-19 Pandemic

### Process/ Work Station

- Ongoing after production restart
- EPA approved product
- Frequent touch point periodic application during shift by individual team members

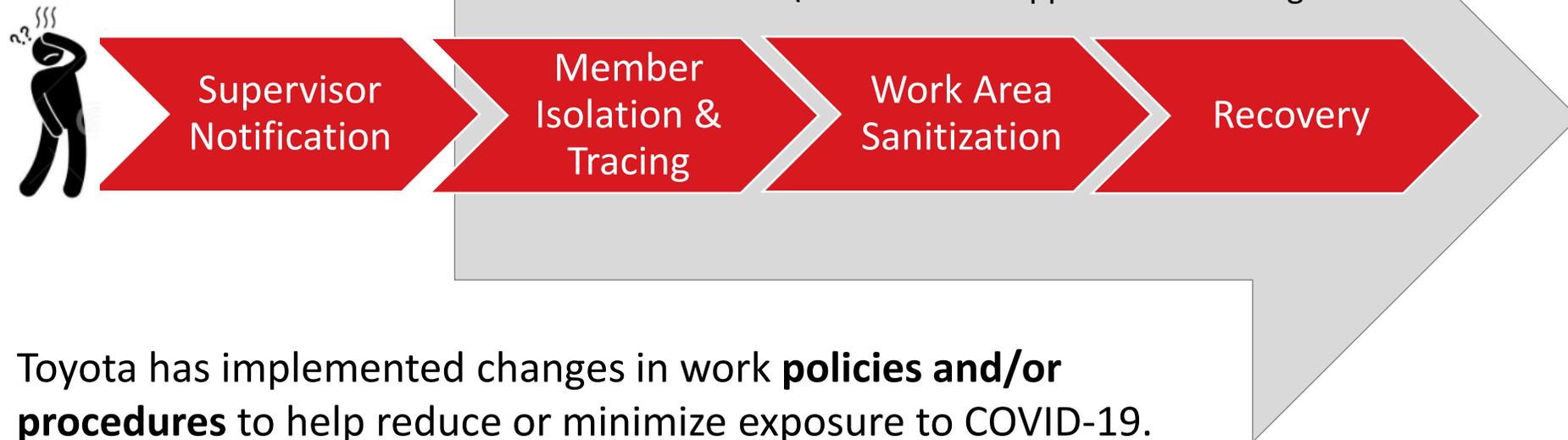




## Identifying Covid-19 Cases & Protecting Team Members As They Return to Work

Symptom & Isolation Protocols - COVID-19 Incident Management Flow for Supervisors

If a Team Member contracts symptoms consistent with Covid-19, they are instructed to notify their supervisor to begin the isolation protocols



Toyota has implemented changes in work **policies and/or procedures** to help reduce or minimize exposure to COVID-19.

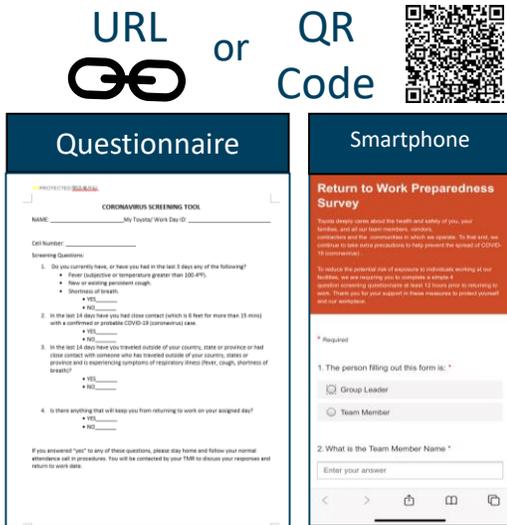


# Team Toyota Members Complete Self-Screening Questionnaire Prior to Returning to Work

A Self-Screening Questionnaire was implemented to attempt to identify and prevent sick or symptomatic team members from leaving their homes, decreasing the likelihood of spreading infection

The Self-Screening Questionnaire was conducted via PC, Smartphone, iPad, or a standard telephone

Completion of the Self-Screening Questionnaire was confirmed on the team member's first day back at work, prior to security badge access re-activation and on-site temperature screening.



**COVID-19 ATTENTION: All Team Members, Contractors & Visitors**

This facility is operating with COVID-19 safety protocols in place until further notice.

**Enter Only at Screening Stations**  
Complete Temperature Check & RTW Preparedness Survey  
Maintain 6 ft. Between Persons

**Do NOT Enter If You Have:**  
COVID-19 Symptoms  
Been In Contact With Infected Persons

**COVID-19 Symptoms**

- Fever  $\geq 100.4^{\circ}$
- Shortness of Breath
- Coughing

**Report Symptoms, Concerns & Questions To:**  
Team Members: Team Member Relations or Your Supervisor  
Contractors: Notify Your Employer    Visitors: Notify Your Intended Toyota Host

TOYOTA

**COVID-19 Proceso de Entrada**

Esta instalación funciona con protocolos de seguridad COVID-19 vigentes hasta nuevo aviso.

- 1 Encuesta de Preparación para el Regreso al Trabajo**
- 2 Mantener Distancia 2 Metros**
- 3 Control de Temperatura**
- 4 Entrar a las Instalaciones**

Pasos para Completar Antes de Ingresar a Esta Instalación

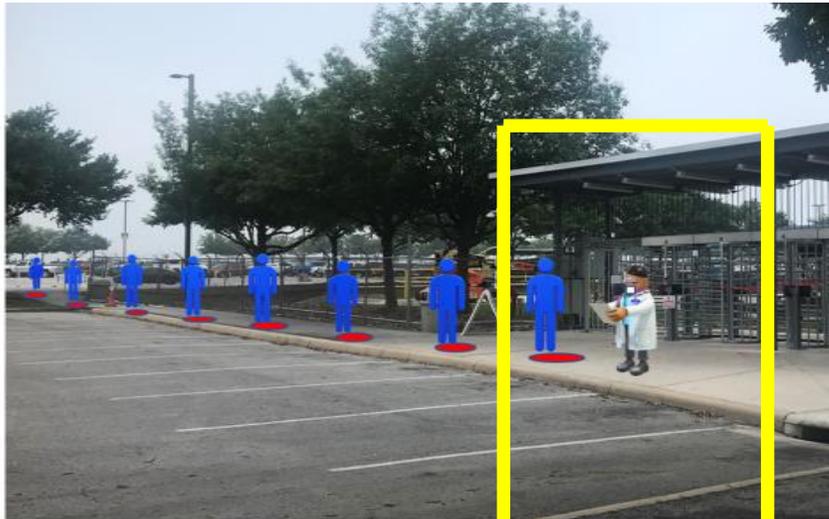
TOYOTA



## Team Toyota Members Complete Temperature Check Prior to Building Entry

To ensure efficient building re-entry, Toyota Team Members returned to work with staggered shift schedules

- Visual signage/Site Security posted at parking lots and rows directing Team Members to assigned zones.
- Team Members to arrive and maintain social distancing as they proceed toward staging areas. (If poor weather, stay in vehicle until space is available)
- Security to direct Team Members to temperature check staging (based on questionnaire completion status)



**COVID-19** **ATTENTION:** All Team Members, Contractors & Visitors

This facility is operating with COVID-19 safety protocols in place until further notice.

Temperature Checks

Will Be Done For All Entering



No one with a fever  $\geq 100.4^{\circ}$  will be admitted.

TOYOTA



## Protective Equipment Provided for all Team Toyota Members Upon Building Entry

### Face Coverings are mandatory upon entering all Toyota sites

1. Disposable face coverings supplied to team members each day (company-provided).
  - Skilled Team Members and Body Weld Team Members must utilize company-provided face covering or cotton face covering.
  - For applicable Electrical Safety Work Practice a shield and face covering may be required.
2. On a **VOLUNTARY** basis, team members may wear their own personal face covering. However, choosing this option is **VOLUNTARY**.
  - Maintaining the cleanliness/sanitation is the responsibility of the team member.
3. Face Coverings that are personally provided must:
  - Cover the nose and mouth
  - Not create an entanglement hazard or visual obstruction
4. All Team Members must attend all face coverings trainings (donning/doffing, cleaning and care)



Toyota Provided  
Face Coverings

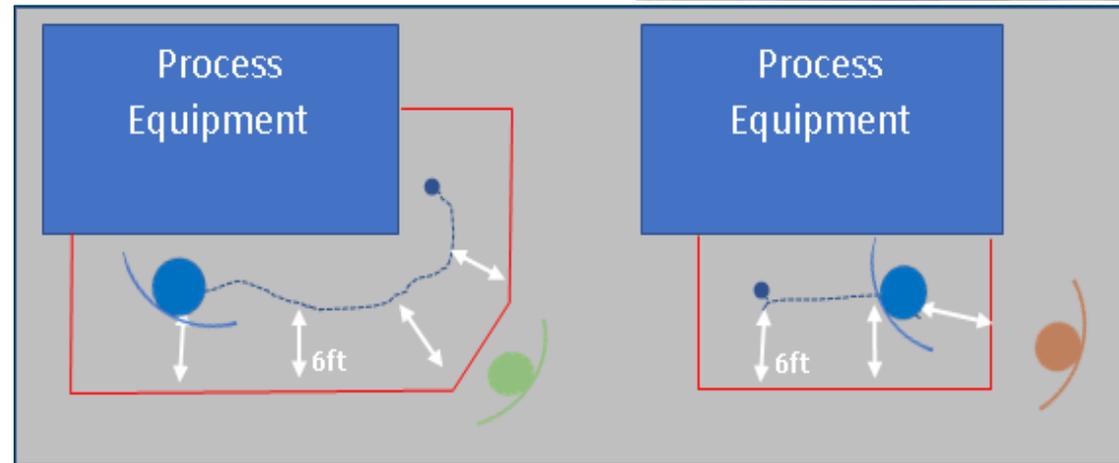
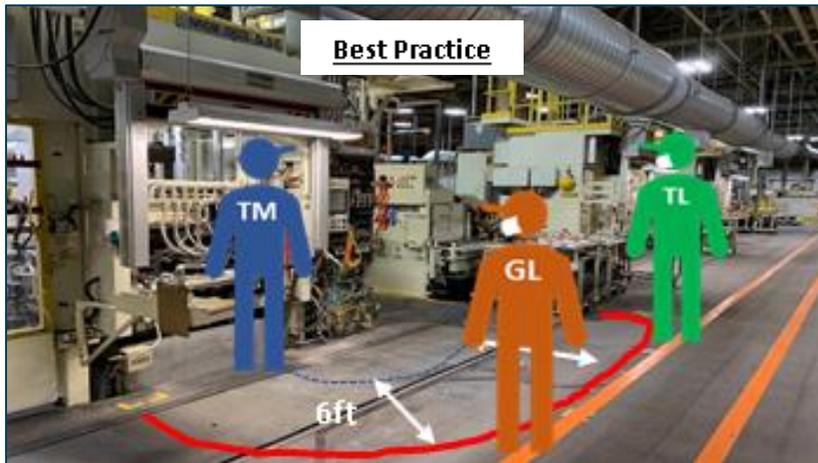
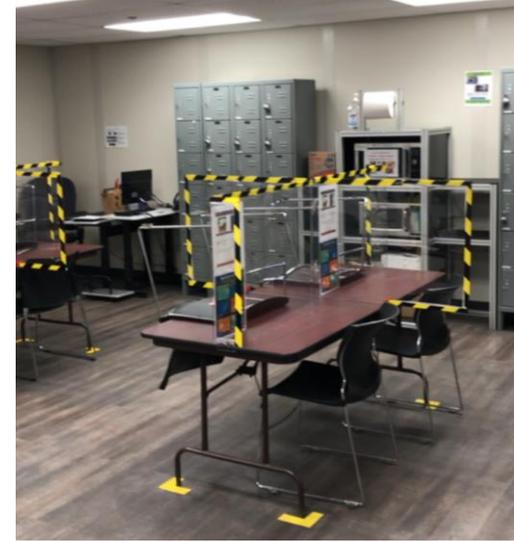




## Social Distancing Guidelines to Support Group Interaction on Shop Floor

### Limit Interactions to appointment / issue only

- Educate support groups of social distancing expectations and hand washing/sanitization.
- Limit interactions to as needed basis only, only essential communication allowed.
- Utilize face coverings with all Team Member interactions.
- Indicate Team Member process working area / path.
- Visualize 6' process spacing required.





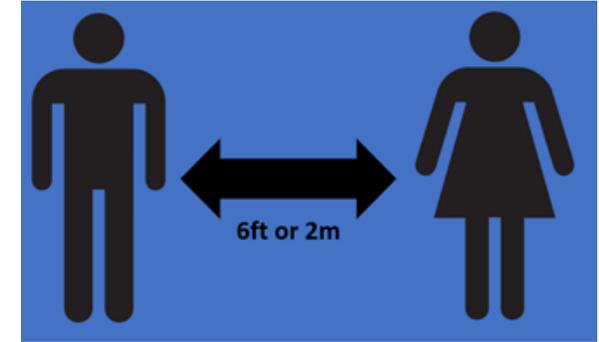
## Social Distancing Guidelines for Meetings / Training

Limit group size to 10 or less and maintain 6' social distancing:

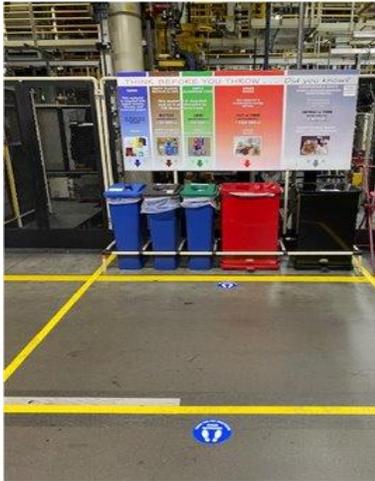
- Split large groups into smaller groups.

### Meeting/Training Rooms : Zone Separation Requirements

- > 6ft. = zone identification required (separation)
- All unused chairs and tables removed.
- “No sit/stand zones” marked with X.
- Should maintain 6' social distancing, should not move chairs after setup.
- No greater than 10 people in room max.



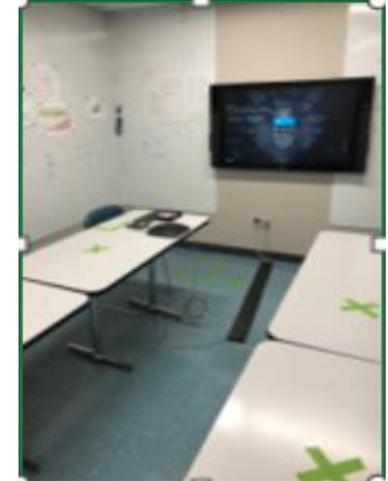
## Floor Spacing



## Shift Meetings



## Meeting Rooms

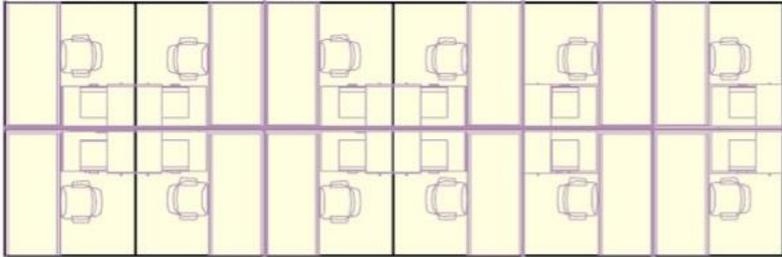




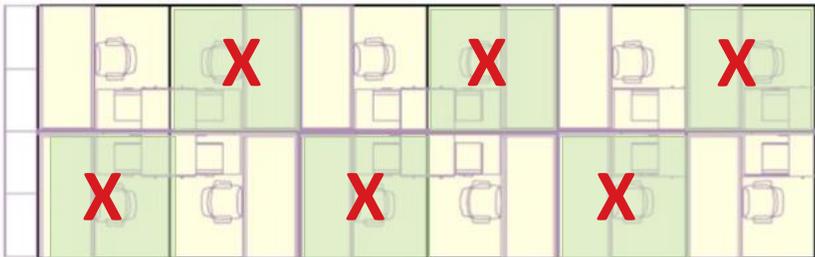
## Administrative Staff Social Distancing in Desks / Offices

---

Current Office Layout



Proposed Office Layout



### Administrative Office Area Protocols

1. Our goal is to remove the need to work within 6'.
  - This could include work from home options for members on a rotational basis, movement of members to new locations, etc.
2. If distancing conditions cannot be removed, install an engineering control or administrative control such as a physical barrier to separate members.
3. Mark “No Work Zone” areas with an X.
4. No visitors permitted in administrative work areas.
5. Instructions posted for working in administrative office areas.



## Additional Process Equipment & Sanitization to Maintain Safety

**Goal: Eliminate Team Member exposure from process rotation, and add a 6-minute sanitization period to quarter to allow Team Member to clean process**

- Team Members must maintain 6' social distancing during sanitization activities.
- At each rotation, provide TMs time to sanitize all process touch points with sanitizer / cleaner provided.
- Team Members must allow sanitizer to dwell on surfaces per instructions.
- Dispose of cloth / towel in approved container.
- Wipe all sprayed surfaces with a clean cloth or towel.





## Sanitization of Equipment & Tools shared by Team Members

---

**Limit use of common tools as much as possible; sanitize prior to handoff.**

- Where possible restrict the use of common tools (Radios, PPE, etc...). If necessary, sanitize common tools per standards between use by different members.
- Create work zones to ensure social distancing, minimize common areas, minimize groups of members to reduce touchpoints of multiple members.
- Wear gloves where possible, follow safety risk standards.
- Due to multiple interaction points, maintenance & offline groups interacting on the floor should wear face coverings.





## Social Distancing in Common Areas

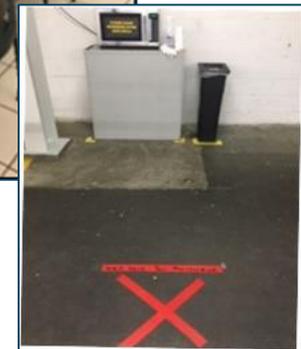
### Social Distancing - Cafeteria

- Team Members should keep 6' social distancing. (Markings for 6' distancing implemented)
- Barriers should be used between food service people & customers.
- If 6' can not be maintained, 24" dividers can be used.
- No sit zones should be marked with an X or sign.
- All unused chairs should be removed.
- Microwaves should be removed or unplugged.



### Social Distancing – Break Areas

- Adjust break area layouts to eliminate seating when possible to maximize 6' social distancing.
- Install tabletop partitions and maintain existing barriers that separate TMs not able to meet the 6' social distancing. *Without a physical divider, the 6' rule is still in play 360 degrees around member (front/back/sides).*
- Table and Barriers must be sanitized as part of routine sanitization.
- Stagger lunches / breaks when possible, train TMs on break area controls, 6' delineation line markings in process, assign seating and encourage personal hygiene practices.





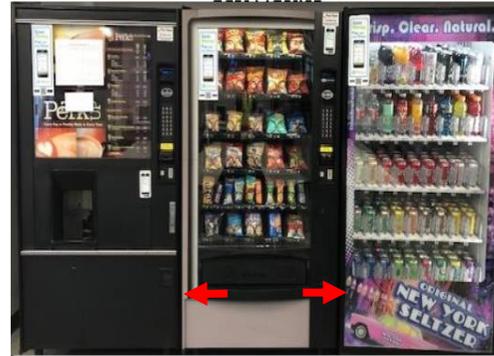
# Ensuring Social Distancing in Common Areas – Break Areas, Shared Appliances



## Coffee Makers

(Unplug and do not use in common areas)

- Educate group on use of non-critical items.
- Post no use sheet on each coffee maker.

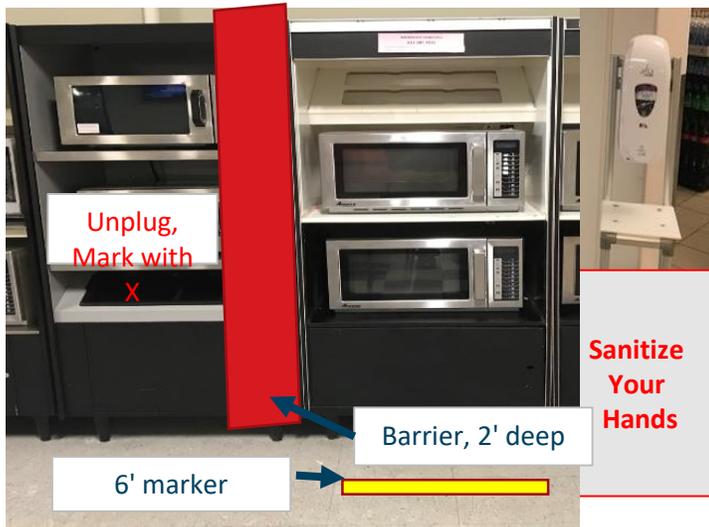


Barriers and floor markings

## Vending Machines

Eliminate use if possible. If not possible:

- Utilize items from home vs vending.
- Utilize barriers between machines if needed.
- One machine used at a time, clean more frequently, 6' floor markings, and hand sanitizer made available.
- Maintain 6' distance when waiting.
- Sanitizer in area.
- Sanitize/Wash hands before and after use.
- Post standard.
- Waiting area marked.



## Microwaves/Refrigerators

Eliminate the use of refrigerators and microwaves or Add visual marker to indicate 6' from microwave/refrigerator



## Water Fountains/Bottle Fill Stations

Eliminate use of drinking fountains - cover up.

- Use paper cups and bottle fill only.
- Add dividers if needed.
- Floor markings to indicate 6' distance.
- Mark floor for 6' spacing.
- Sanitize fountain 2 times per day.
- Take care to not touch nozzle with bottle.
- Sanitize or wash hands after use.



## Social Distancing in Common Areas

### Smoking Areas

- Tables and seating removed from smoking areas to reduce sanitization needs/risks.
- Cigarette butt and smokeless tobacco disposal will be critical and necessary in proper container.
- 6' social distancing marking should be used.
- Ash stations moved to smoking area center.
- Post standard at the location.



### Bathrooms

- Add Dividers/Plexiglass between Urinals and Hand Wash Stations
- Sink partitions - 7' high and 4" overhang. If no barrier, close down sinks/faucets for 6' distance.
- Post maximum capacity at entrance.
- Men's urinal partitions - 7' high. If no barrier, close down urinals for 6' distance.



Add partitions to separate spaces

### Lactation Stations

- Allow TM to leave site if necessary.
- Remove chairs if they do not meet social distancing guidelines.
- Sanitize area before and after use.
- > 6ft. = zone identification required.
- Remove all unused chairs.
- No sit zone must be marked with X.
- Partition must be 7' high minimum.





# Provide Team Members with Health & Wellness Education

## Communicate to ensure Team Members understand COVID-19 risk factors and protective behaviors

### Together We Can Stay Healthy

5 Tips to Prevent Respiratory Illness

- Wash your hands Wash often, preferably with soap & water
- Avoid touching eyes, nose & mouth
- Cover your sneeze/cough
- Stay home if you're sick
- Avoid contact with sick people

### COVID-19 Entry Process

This facility is operating with COVID-19 safety protocols in place until further notice.

- 1 COVID Exposure Screening
- 2 Social Distancing
- 3 Fever Check
- 4 Enter Facility

Steps To Complete Before Entering This Facility TOYOTA

### COVID-19 ATTENTION: All Team Members, Contractors & Visitors

This facility is operating with COVID-19 safety protocols in place until further notice.

## Please use Hand Sanitizer before Proceeding

#### HOW TO USE HAND SANITIZER

### TOYOTA Welcome back!

Your Safety Continues to be a Top Priority

We've utilized the production suspension to work on implementing CDC and OSHA guidelines and industry best practices to help ensure our plant facilities and activities allow each of you to safely return to work. Here are a few things for you to know and what we need you to do to help maintain a safe work environment.

#### Use CDC Guidelines to Stay Healthy

**What We'll Do FOR You:**

- Follow CDC guidelines around the facility
- Modify procedures, processes and work areas based on CDC guidelines and local orders

**What We Need FROM You:**

- Follow CDC guidelines and local orders at all times
- Stay home if you have flu or flu-like symptoms and fever
- Tell your Group Leader/Supervisor if you or a household member have been recently tested for COVID-19
- Tell your Group Leader/Supervisor if you have been exposed to anyone who is COVID-19 positive
- Keep your work area sanitary

#### Help Us Keep You Healthy & Fit

**What We'll Do FOR You:**

- Check with every team member to ensure their health and safety with special screening actions at every entrance.
- Provide staff to help promote wellness of all team members
- Share work conditioning tools to prepare team members for a safe return to work

**What We Need FROM You:**

- Answer a brief survey to identify any potential exposure risks to COVID-19
- Share your temperature checked before you enter the building
- Use face coverings/masks provided (per site guidelines)
- Follow the work conditioning tools to ensure your fitness to safely return to work

#### Help Us Keep Our Whole Team Healthy

**What We'll Do FOR You:**

- Adjust lunch, break patterns
- Modify lunch, break space layouts
- Separate workspaces where possible
- Adjust shift start-up schedule

**What We Need FROM You:**

- Keep space between you and other team members whenever and wherever possible
- If you see someone not practicing social distancing, say something politely
- Use more space for shift start-up to keep distance
- Monitor close interactions with others at breaks and lunch

#### Use Personal Equipment

**What We'll Do FOR You:**

- Provide equipment (masks, face shields) for those working closely with others

**What We Need FROM You:**

- Make sure equipment fits properly
- Wear equipment properly at all required times

#### Increase Sanitizing at the Plant

**What We'll Do FOR You:**

- Thoroughly sanitize the plant during shutdown and on ongoing basis
- Increase frequency of sanitization of workstations, touch and work areas
- Provide additional sanitizing instructions before and after rotations
- Increase cleaning of high touch areas, like - handrails on stairs, bathrooms, time clocks, stress equipment, and door handles
- Provide cleaning materials and hand sanitizer

**What We Need FROM You:**

- Wipe down counters/tables/lunch areas after use with cleaning and sanitizing materials we provide to you
- Follow and balance the sanitization standard work process as directed before and after each rotation
- Use gloves, masks and hand sanitizer as instructed
- Wash your hands frequently

#### "New Normal Conditions" Concern Reporting

**What We'll Do FOR You:**

- Group Leaders/Supervisors will be available to answer questions/concerns

**What We Need FROM You:**

- Reach out to leaders/SRs with questions/concerns about the new normal operating environment
- If you see something, say something

#### Team Member Return to Work Preparation

**What We'll Do FOR You:**

- Communicate key changes team members will experience when they return to work

**What We Need FROM You:**

- Prepare to adjust to the changes that will be implemented
- Keep an open mind and provide feedback to your Group Leader/Supervisor about what can be improved

TOYOTA

TUNE INTO FUSE FOR THE LATEST UPDATES

Last Updated: 02/20/21

### COVID-19 ATTENTION: All Team Members, Contractors & Visitors

This facility is operating with COVID-19 safety protocols in place until further notice.

## Use your Elbow or Shoulder to Activate the Turnstiles

### COVID-19 ATTENTION: All Team Members, Contractors & Visitors

This facility is operating with COVID-19 safety protocols in place until further notice.

## Maintain 6 feet Between All Persons

## Social Distancing is Required

TOYOTA

### PLEASE STAND 6 FEET / 2M APART

## WHEN WAITING IN LINE

Thank You

### COVID-19 ATTENTION: All Team Members, Contractors & Visitors

This facility is operating with COVID-19 safety protocols in place until further notice.

## Symptoms of COVID-19 are

Fever  $\geq 100.4^{\circ}$  Shortness of Breath Coughing

## Do NOT enter if you have symptoms.

TOYOTA



# Reaching out to Team Members to Provide Mendomi\* Care & Concern During Shutdown

## • DAILY

- FUSE App (Toyota Manufacturing Communications Application) updates – Information team members need to know during shut down, fitness guides, photos/videos of activities at the plant (sanitization efforts, operating environment changes), community outreach efforts etc.

## • WEEKLY

- Videos from Plant Presidents
- Mendomi Calls – Group Leaders call each Team Member
- Zoom Fitness Classes / At home fitness guides

## • PERIODICALLY

- Letter from Plant Presidents mailed to Team Member homes
- Video Messages from Chris Reynolds, Toyota's North American Head of Manufacturing



## Ex. Instructor Led Program



**Stay Active At Home**

With fitness facilities closed and limited opportunity for group activities, it's a difficult time to stay physically active. If you are sedentary, your body could become deconditioned to work. This means when we return to work, we could be more prone to discomfort and/or muscle strain.

To combat this deconditioning and promote good physical and mental wellbeing, we encourage all Team Members to stay physically active while respecting COVID-19 social distancing requirements. To support us all staying physically active, Toyota is providing "at home" work conditioning programs (options below).

Participation in this program is voluntary and unpaid. While we encourage you to stay active using this program or another program of your choice—it is totally up to you to decide whether you will take advantage of this opportunity. This is not a work.

**Option 1 - Videos**  
 Available content: Instructional video guides for work uses to follow instructions. From your computer, tablet, or cellphone go to <http://www.toyota.com/active-at-home>

• Input your area specific "Access Code" (listed below)  
 • Click "Verify Access Code"  
 • If you have any questions or concerns, please email [TM2-3S-EPAB-QUALITY@toyota.com](mailto:TM2-3S-EPAB-QUALITY@toyota.com)

\*Response provided Mon-Fri 9am-5pm EST

Department / Area	Access Code
General / Other	GF03FCFG
Assembly / Plastics	VW03W6X
Conveyance	GV03C286
Maintenance / Skilled	EF03W6V
Plant	TE03T2G6
Powertrain	PS04V4E
QC	TX03W6V
Weld / Stamping	WV03F18
Vehicle Engineering	WV03F18

**Option 2 - Live Zoom Workouts**  
 Login to Zoom to continue your wellness journey. Click the link below at the given time and date, and join our all-Team Zoom Meeting: <https://zoom.us/j/442172161>  
 Meeting ID: 442 172 161  
 Meeting Passcode: 12345678

Class	Day	Time
Overall Body Workout	M/W/F	9am/2pm EST
Ab/Core Focus	M/W/F	10am/3pm EST
Upper Body Focus	M/W/F	11am/4pm EST
Cardio Focus	T/Th	9am/2pm EST
Lower Body Focus	T/Th	10am/3pm EST
Stretch/Recovery	T/Th	11am/4pm EST

**Additional Zoom Workouts**  
 Join Live! via from TM2/3S/EPAB/Qual  
 Overall using bodyweight: M/Th 11:52 10am EST  
 Core and stretching: T/Th 11:22 10am EST  
 Functional stretching: W 11:11 10am EST

**Important Information:** These programs are designed for the work environment that you can perform at home. There is risk of injury with any physical activity, so you should use caution when performing. Do not perform any exercises that would violate current activity restrictions you have. If you experience any pain or discomfort, discontinue the exercises and contact your personal physician.

## About ~2,000 Group Leaders Activity



**All Manufacturing Team Members have been contacted via phone by their Supervisor at least once per week**

**~40,000**



\*Mendomi is a Japanese word meaning taking care of our workers like they are family.



## Our Goal: Getting Team Members Back To Work & Home Again - SAFELY

- All the processes and protocols Toyota is implementing at our facilities are designed to help us return Team Members to work
- Even more importantly, our goal is to return our team members to their homes healthy and safely at the end of every work day
- We recognize that these efforts will require every Team Member at Toyota working together to help us protect each other, our families and communities

