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.

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The health and safety of Team Toyota – our team members, contractors and suppliers – is our focus.
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.

- **Respect for People**
  - 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

- **Social Impact**
  - Observe government and medical community guidance

- **Economic Impact**
  - 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.
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)
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)
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

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
(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.)

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

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

• Unplug, Mark with X
• 6' marker
• Sanitize Your Hands
• Barrier, 2' deep

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.

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.

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
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

*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.