



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



## Restart Manual

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 . . .

### Team Toyota

- Members at Toyota Kirloskar Motor
- Toyota Group (Japan, Thailand, Singapore, China, Philippines)

### State Governments

- Department of Factories, Labor, Industries, Police
- Department of Health and Family Welfare
- District Administration

### Government of India

- Ministry of Industries, Commerce
- Ministry of Health and Family Welfare

And World Health Organization . . .





## 1.2 Message from Masakazu Yoshimura, MD



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. It's 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.



Masakazu Yoshimura  
Managing Director



## 1.3 Purpose

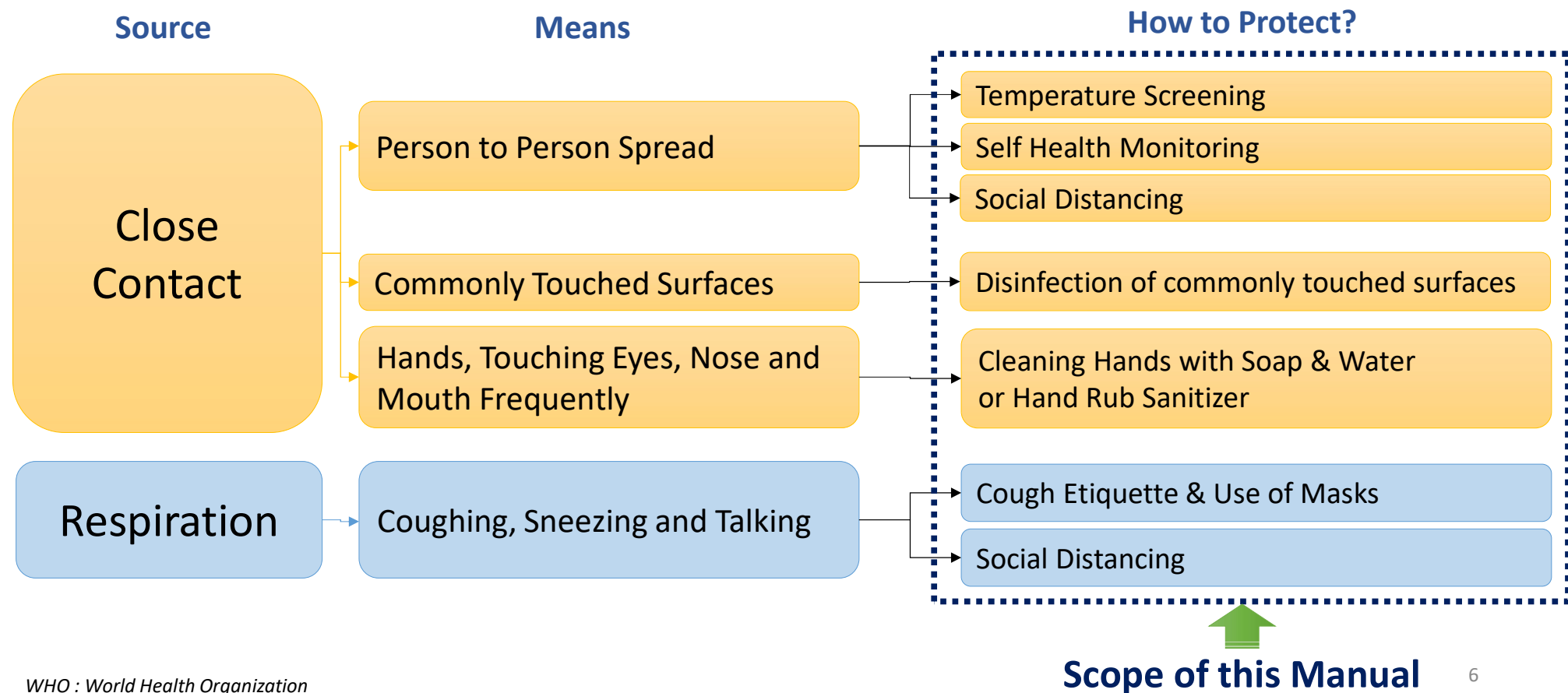


- Contribute to the government, stakeholders and community by sharing Company's know-how
- Ensure health and safety of all employees and enrich the lives of communities
- Facilitate to set uniform acceptable standards among manufacturing industries

## 1.4 COVID-19: How to Protect?



- WHO has shared the source, means and how to protect from COVID-19





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## 2. Starting From Home to Work



SOP No.	Particulars	Measure
2.1	At Home Before Start of Work	<ul style="list-style-type: none"><li>• Declare health status</li></ul>
2.2	Safety at Pick-Up Point	<ul style="list-style-type: none"><li>• Ensure social distancing and respiratory hygiene</li></ul>
2.3	Travel in Bus: Alternative Seating	<ul style="list-style-type: none"><li>• Ensure social distancing</li></ul>
2.4	Commutation Walk Path	<ul style="list-style-type: none"><li>• Ensure social distancing</li></ul>
2.5	Locker Room Usage	<ul style="list-style-type: none"><li>• Ensure social distancing</li></ul>

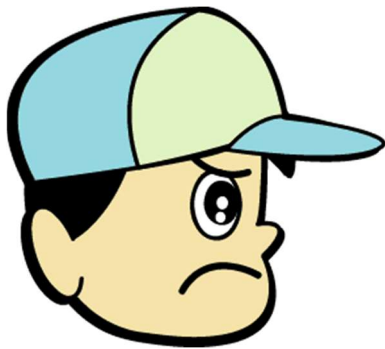


## 2.1 At Home Before Start of Work



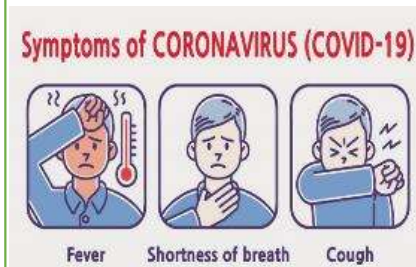
Purpose: Employees take ownership in declaring their health status

### Before



- No self-examination on health status

### New Normal



- Self-examination on health status

### Key Points

- 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



## 2.2 Safety at Pick-Up Point



Purpose: Ensure employees maintain social distancing measures and respiratory hygiene

Before



- Not maintaining social distance
- No temperature check

New Normal



- Maintain social distance at pick-up point
- Temperature check while boarding

### Key Points

- 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



## 2.3 Travel in Bus: Alternative Seating



Purpose: Ensure social distancing

Before



- Employees sit next to each other

New Normal



- Alternative seating

### Key Points

- Alternative seating to ensure social distancing
- Windows to be kept open
- Employees ensure respiratory hygiene by wearing mask

## 2.4 Commutation Walk Path



Purpose: Ensure social distancing while moving from yard to workplace

Before



- Employees walk closely

New Normal



- Employees maintain social distancing

### Key Points

- 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

Before



- Employees rush to lockers in group

New Normal



- 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



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### 3. Health and Safety at Company



SOP No.	Particulars	Measure
3.1	Turnstile Gate (Entry & Exit)	<ul style="list-style-type: none"><li>• Ensure social distancing</li></ul>
3.2	Food at Canteen	<ul style="list-style-type: none"><li>• Ensure social distancing and hygiene</li></ul>
3.3	Canteen Staggered Timings	<ul style="list-style-type: none"><li>• Ensure social distancing</li></ul>
3.4	Menu Changes	<ul style="list-style-type: none"><li>• Ensure hygiene</li></ul>
3.5	Attendance Swiping	<ul style="list-style-type: none"><li>• Stop shower area usage temporarily</li></ul>
3.6	Exercise Before Shift Start	<ul style="list-style-type: none"><li>• Ensure social distancing</li></ul>
3.7	Morning/Shift Beginning Meeting	<ul style="list-style-type: none"><li>• Ensure social distancing</li></ul>
3.8	Work at Shop Floor	<ul style="list-style-type: none"><li>• Wear mask</li></ul>
3.9	During Breaks in Shop Floor	<ul style="list-style-type: none"><li>• Sanitize common touch points</li></ul>
3.10	Working at Office	<ul style="list-style-type: none"><li>• Alternative seating</li></ul>

### 3. Health and Safety at Company



SOP No.	Particulars	Measure
3.11	Executive Car Travel	<ul style="list-style-type: none"><li>• Social distancing, wear mask, temperature check</li></ul>
3.12	Meetings	<ul style="list-style-type: none"><li>• Stop in-person meetings. Virtual TEAMS meetings</li></ul>
3.13	Entry of Visitor/ Contractors/ Vendors	<ul style="list-style-type: none"><li>• Wear mask and temperature check</li></ul>
3.14	Gathering at Pantry	<ul style="list-style-type: none"><li>• Bring own cups and water bottles</li></ul>



## 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

### Before



Standing Close to each other while taking food



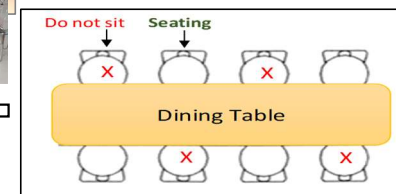
Sitting side by side and opposite to each other

- Stand one behind the other closely
- Sit next to each other

### New Normal



Standing one arm distance while collecting food



Sitting alternative seats

- Maintain social distancing while in queue
- Sit in alternative seats

### Key Points

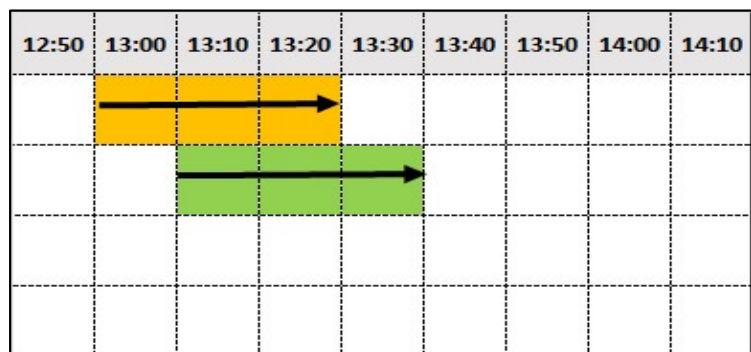
- Stand in queue to collect food. Do not touch any food items while collecting from your hand.
- Sit in alternative seats while having breakfast, lunch, dinner and snacks
- Do not talk loudly near the food counters and at dining table
- Stewards to wear personal protective equipment
- Wash your hands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

## 3.3 Canteen Staggered Timings



Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

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

### Key Points

- 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



## 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

### Before



- Standing in groups or closely
- Punch and biometric

### New Normal



- Maintain social distancing
- Hold ID card 2 cm away from Kronos terminal

### Key Points

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

## 3.6 Exercise Before Shift Start



Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

Before



- Doing exercise in proximity

New Normal



- 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)



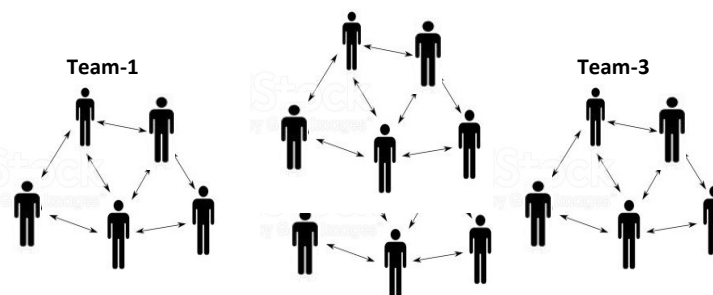
Purpose: Ensure social distancing and confirm health condition during shift beginning

### Before



- Stand close to each other
- Did not wear mask

### New Normal



- Maintain social distance
- Wear mask

### Key Points

- 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



## 3.8 Work at Shop Floor



Purpose: Ensure smooth productions and maintain social distancing

Before



- Wear cap/helmet and work

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



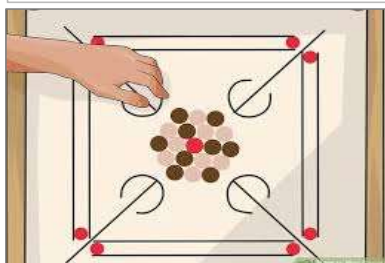
Purpose: Ensure social distancing and hand hygiene

### Before



Sitting in Group Room

Playing Carrom



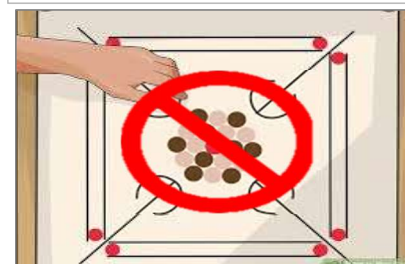
- Gather in groups, communicate sitting side by side
- Play carrom during break time
- Air Conditioning is on

### New Normal



Sitting in Group Room

Suspend Playing Carrom



- Ensure social distancing and wear mask
- Playing carrom suspended till further communication
- Air Conditioning off. Doors kept open
- If AC is required, then ensure microfilter

### Key Points

- 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.)



## 3.10 Working at Office



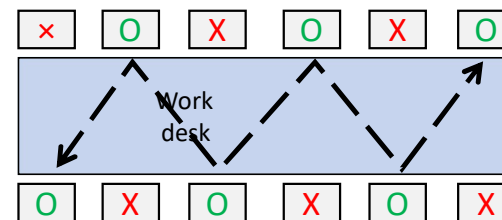
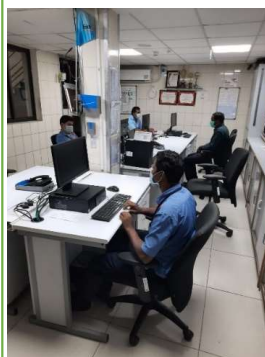
Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

Before



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

New Normal



- Alternative seating
- Air Conditioning off. Doors kept open
- If AC is required, then ensure microfilter

### Key Points

- Ensure social distancing. Ensure alternative seating. Wear mask to prevent infection
- Disinfect your laptop or desktop during shift beginning
- AC switched off with doors open for ventilation.
- 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

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



### Key Points

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



## 3.12 Meetings: At Rooms -> Virtual TEAMS



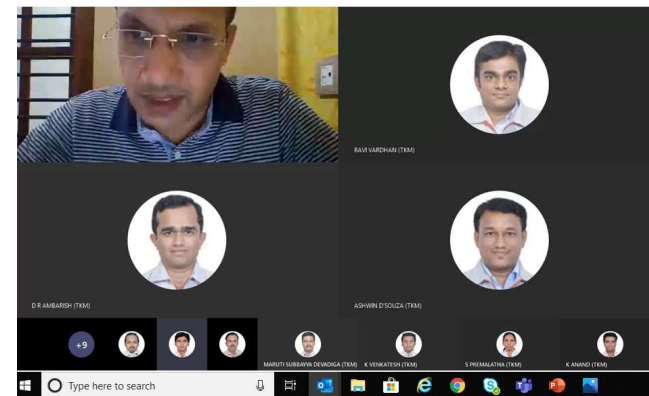
Purpose: Ensure social distancing, hand hygiene and respiratory hygiene

### Before



- Sitting side by side and opposite to each other

### New Normal



- Virtual Meetings

### Key Points

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

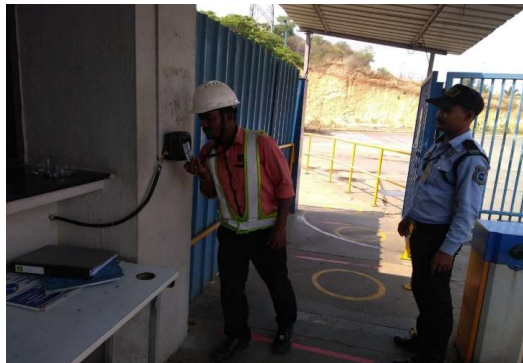


## 3.13 Entry of Visitors/Contractors/Vendors



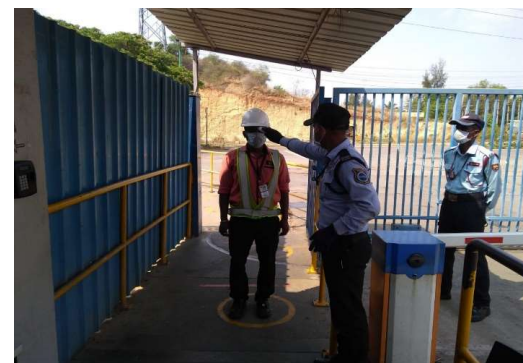
Purpose: Ensure visitor management through social distancing and hygienic practices

Before



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

New Normal



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

### Key Points

- 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



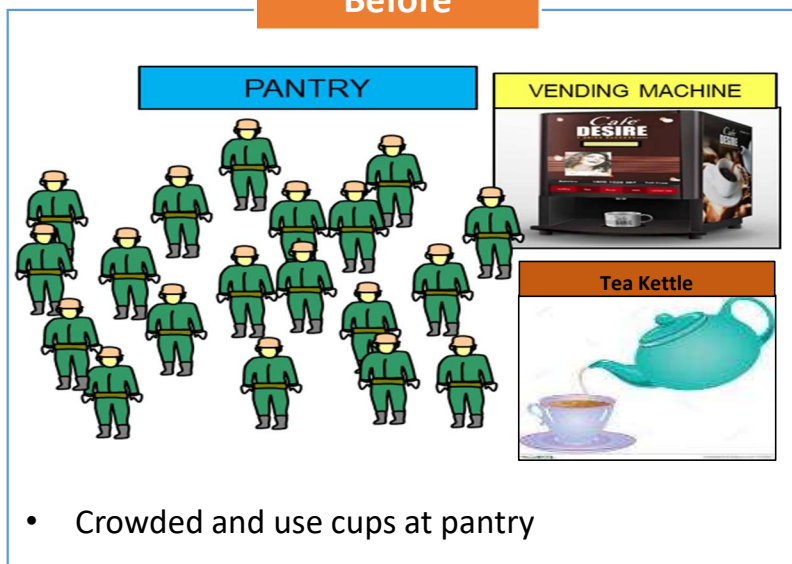


## 3.14 Gathering at Pantry

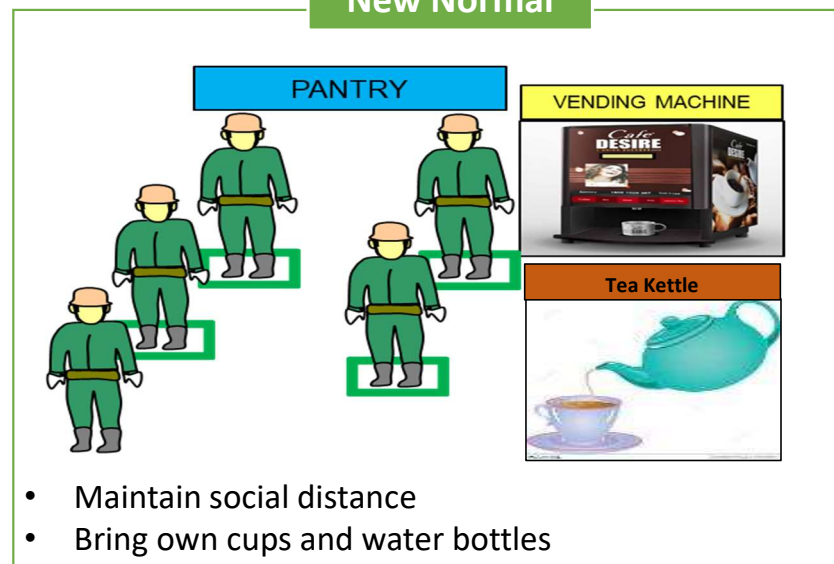


Purpose: Ensure social distancing at common gathering points

Before



New Normal



### Key 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



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## 4. Health and Safety in Common Touch Points



SOP No.	Particulars	Measure
4.1	Disinfecting Vehicle	<ul style="list-style-type: none"><li>• Disinfect before and after each shift</li></ul>
4.2	Rest Rooms Disinfecting	<ul style="list-style-type: none"><li>• Increase frequency of disinfecting</li></ul>
4.3	Rest Rooms in Office	<ul style="list-style-type: none"><li>• Social distancing and hand hygiene</li></ul>
4.4	Shower Area Usage	<ul style="list-style-type: none"><li>• Stopped till further communication</li></ul>





## 4.1 Disinfecting Vehicle



Purpose: Ensure healthy and safe vehicle for commuting

Before



- Floor washing & dust cleaning

New Normal



- Disinfecting done before and after each shift

### Key Points

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

## 4.2 Rest Rooms: Disinfecting



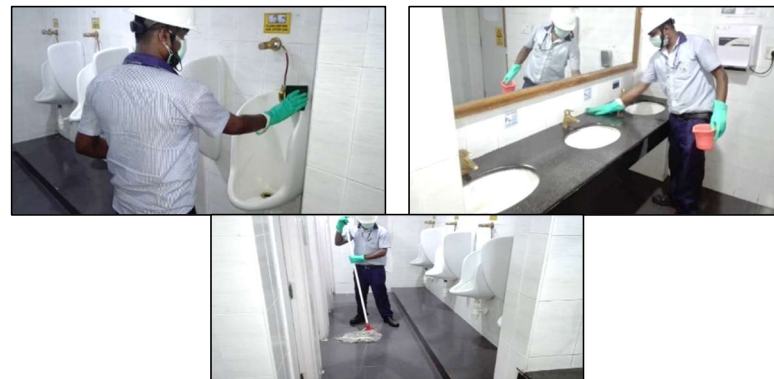
Purpose: Ensure Safety during break through Social Distancing & Hygiene Practices

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



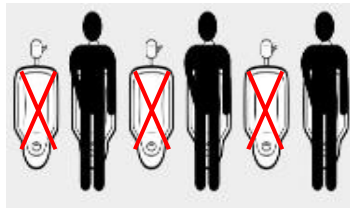
Purpose: Ensure hygiene in rest rooms

### 1. While Entering Toilet



Open the door using your elbow/arm  
(Do not use palm)

### 2. Using Urinals



Use alternative urinals to maintain social distance

#### 2.1 Waiting for urinals



1. Maintain social distance
2. Do not enter inside if it is crowded.

### 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



1. Maintain social distance while waiting for washing

### 5. While coming out from Toilet



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.



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## 5. Health and Safety After Reaching Home



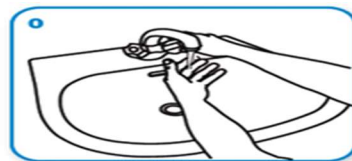
SOP No.	Particulars	Measure
5.1	Hand Wash	<ul style="list-style-type: none"><li>• Hand Wash with Soap and Water thoroughly and frequently</li></ul>
5.2	When to Use Mask	<ul style="list-style-type: none"><li>• Issue mask to every member</li></ul>
5.3	Increase Ventilation	<ul style="list-style-type: none"><li>• Switch-off AC and ensure circulation of air</li></ul>
	In the Lift	<ul style="list-style-type: none"><li>• Avoid common touch points</li></ul>
5.4	If someone in neighborhood gets infected by COVID-19	<ul style="list-style-type: none"><li>• Wear mask, ensure social distancing, seek immediate support</li></ul>
	If you have kids at home	<ul style="list-style-type: none"><li>• Educate hand hygiene and use of sanitizer</li></ul>
	If you have elderly at home	<ul style="list-style-type: none"><li>• Monitor health condition daily</li></ul>



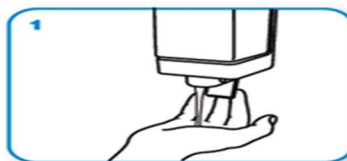
## 5.1 Health & Safety at Home



### How to Hand Wash?



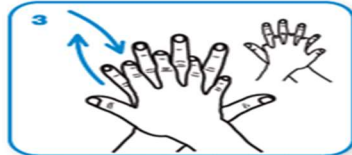
Wet hands with water



apply enough soap to cover all hand surfaces.



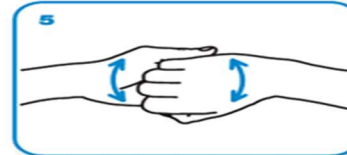
Rub hands palm to palm



right palm over left dorsum with interlaced fingers and vice versa



palm to palm with fingers interlaced



backs of fingers to opposing palms with fingers interlocked



rotational rubbing of left thumb clasped in right palm and vice versa



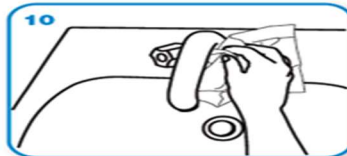
rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa.



Rinse hands with water



dry thoroughly with a single use towel



use towel to turn off faucet



...and your hands are safe.

**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**



### HOW 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**



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

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



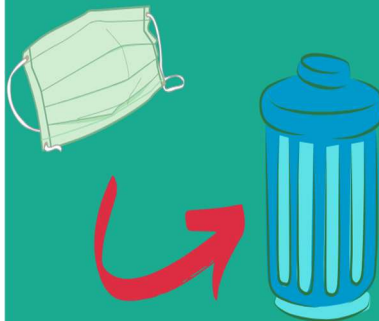
HOW TO PUT ON, USE, TAKE OFF AND DISPOSE OF A MASK

**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**



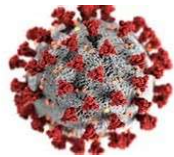
## 5.3 Health & Safety at Home



## 5.4 Health & Safety at Home



Source: Internet



# **COVID-19 Response**

## **A Guide to Handle +Ve COVID-19 Case**



# Classification of Cases



TOYOTA

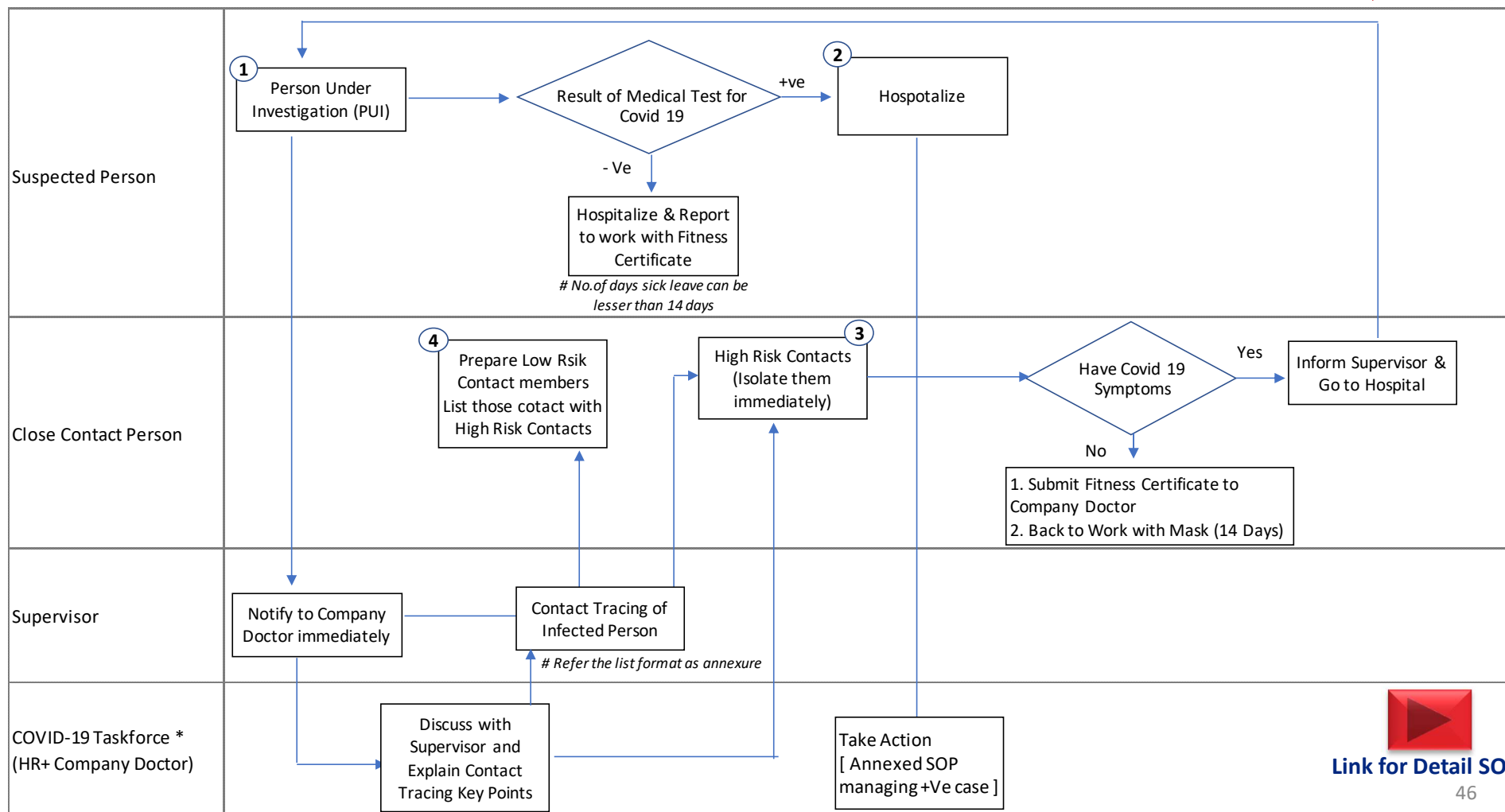
Category	Definition	TM Working		Consideration	Remarks
		Work in Company	Work from Home		
① Patient Under Investigation (PUI)	1. Having fever <sup>3</sup> 100 F and respiratory symptom 2. Company Doctor's Judgement to test COVID-19	NO	NO	Sick Leave	1) Take Sick leave when have symptom and seek medical 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	NO	Sick Leave	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	YES	-	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	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



TOYOTA



[Link for Detail SOP](#)



## Important Contact Numbers



Company Doctor	Dr. Kowshik Kupatira Chief Medical Officer	9686199348
Safety & Health Team	Mr. Gopinatha Rao Deputy General Manager	9740900536
Crisis Management Committee	Mr. G Shankara Associate Vice President	9740900534
District Health Officer Ramanagara	Mr. Niranjana District Health Officer	9845355437





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Thank You

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