Organization of Labor Activity at Construction Enterprise During the Spread of Coronavirus

M. V. Lovcheva

State University of Management, Moscow, Russia
lovchevamv@mail.ru

Abstract. The article reflects the results of the practical implementation of measures to organize the work of the personnel of construction organizations, which were developed and implemented during the spread of the new coronavirus infection (COVID-19). According to the author, the Russian Government has chosen the right strategy to combat COVID-19, and as a result, the damage caused by coronavirus infection was less in our country than in many other countries. To develop a system of measures that have been successfully implemented at a construction enterprise, the author studied the general for all employers and special industry (for construction) regulatory documents and methodological recommendations developed by the authorities of the Russian Federation, Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing, the Ministry of Health of Russia, the Ministry of Construction of Russia, the Government of Moscow, The Government of the Moscow Region, the Association “All-Russian Non-State Non-Commercial Organization - the All-Russian Industry Association of Employers “National Association of Self-Regulatory Organizations Based on Membership of Persons Carrying Out Construction”, and on their basis a system of organizational and control measures was prepared and implemented into the work of the enterprise, presented in the article.

Keywords: Building · Coronavirus · Labor resources · Personnel · Personnel management

1 Introduction

5.7% is the contribution of the construction industry to the Russian economy. In the industry today there are two hundred seventy-eight thousand organizations, which employ almost five million people. Every year, the professional training system produces about two hundred thousand young specialists with higher, secondary and primary professional education. To provide more accurate compliance with the requirements of employers for the qualifications of industry specialists in the field of construction, eighty-eight professional standards have been developed and approved, the Unified Certification System for managers and specialists of the construction industry, 38 councils for professional qualifications in construction, and 56 centers for qualification assessment are operating in 36 cities of Russia. In 2017, the national registers of specialists in the field of construction, design, engineering surveys became

© The Editor(s) (if applicable) and The Author(s), under exclusive license to Springer Nature Switzerland AG 2021
S. I. Ashmarina and V. V. Mantulenko (Eds.): IPM 2020, LNNS 161, pp. 210–220, 2021.
https://doi.org/10.1007/978-3-030-60926-9_28
fully operational. A major reform of the town-planning legislation, the construction financing system and the construction self-regulation system is ongoing.

At the same time, the problem of labor resources in the industry is very acute, according to the Deputy Prime Minister of the Russian Federation Khusnullin [17], the industry still lacks about two million builders.

Personnel problem in the industry has become even more acute during the spread of the new coronavirus infection COVID-19. So, according to a survey of 229 developers from 59 regions of the Russian Federation, which was carried out by the Institute for the LLC “Development of the Construction Industry” in the period from 14/04/2020 to 26/04/2020 at the request of the National Association of Builders (National Association of Self-Regulatory Organizations Based on Membership of Persons Carrying Out Construction) [12] as part of the implementation of paragraph 2.7 of the priority measures plan (actions) to ensure sustainable economic development in the context of a worsening situation due to the spread of a new coronavirus infection, approved by the Government of the Russian Federation on March 17, 2020 [14], developers named a number of issues that have arisen most acutely during the pandemic:

– the end of work of the majority of construction contractor organizations, manufacturers of construction materials, suppliers of construction materials and equipment,
– changes in the cost and delivery time of building materials,
– complication of interaction with banks, construction financing,
– a high degree of bureaucratization of procedures in construction (building permits, commissioning permit, obtaining authorization documentation, approval, etc.),
– reduced demand for real estate.

In the field of personnel, 56% of developers experienced some kind of problems, and 26.4% named these problems significant. Problems were notified both in terms of personnel, and in terms of organizing the work of personnel during a pandemic, and in terms of organizing and financing preventive measures, as well as in connection with an increase in cases of panic in collectives and the outflow of migrant workers, which in many construction organizations constitute the largest share in the number of workers):

– 36.2% of developers noted that there were difficulties with the purchase of protective equipment (masks, antiseptics, etc.),
– 24.5% indicated that there are no clear rules for working in the new conditions with high requirements of regulatory authorities,
– 21.4% noted difficulties with the delivery of personnel to workplaces,
– 15.3% experienced a shortage of foreign workers,
– in 13.5% of collectives there was fear and panic among workers. However, in this case it should be noted that a reasonable amount of fear is inevitable [16] and even necessary.

Contractor organizations (organizations carrying out construction) experienced similar problems - interruptions in financing from customers (developers), sale interruptions, shipment, delivery of domestic building materials and equipment, interruptions in the sale, shipment, delivery of imported building materials and equipment,
suspension of competitive bidding procedures for concluding new contracts; and a number of problems related to personnel. According to the survey “Impact of the coronavirus pandemic on the activities of contractors in construction” conducted by the LLC “Construction Industry Development Institute” in the period from 07/04/2020 to 27/04/2020 at the request of the National Association of Builders among 3564 contractors from 65 regions of the Russian Federation [11], 43.4% of construction organizations experienced problems due to the prohibition of personnel access to the construction site; 21.5% had difficulties with the delivery of personnel to the construction site. In 9.0% of organizations, foreign workers (migrants) did not come to the construction site, and in 3.8% of organizations, foreign workers were forced to leave.

2 Methodology

It should be noted that the theory and practice of personnel management has not yet developed the methodology for organizing the work of personnel in the context of the rapid spread of a serious disease transmitted by airborne transmission, since the world has faced such a situation for the first time. Therefore, it is so important to generalize and publish all the practical developments of this difficult period in order to preserve and replenish the experience of organizing the work of personnel in conditions of mass morbidity of such scale [2].

The Government of the Russian Federation, Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing, Federal Service for Labour and Employment, the Ministry of Health of Russia, the Ministry of Construction of Russia, as well as the National Association of Builders and the National Association of Designers and Surveyors as the situation with the spread of a new coronavirus infection developed, provided construction organizations with documents and guidelines that allowed them to organize the work of enterprises in the new conditions [3–10, 15].

On the basis of these documents, local enterprises in an operational mode developed and adopted local regulations governing working hours, the mode of personnel employment, as well as the rights, duties and responsibilities of workers and employers in the new conditions. During the spread of the new coronavirus infection, construction and repair works were suspended, with the exception of medical facilities construction, as well as the construction and maintenance of the metro, railway, ground, public transport and airports. From May 12, 2020 in Moscow and from May 18, 2020 in the Moscow region, all construction organizations are allowed to resume work. As of the end of June, one constituent entity of the Russian Federation has extended restrictions on the work of construction organizations until July 12. In 16 regions, the work of construction organizations is allowed ensuring a number of restrictions (passes, lists), and in other regions, all restrictions have now been lifted, provided that preventive measures are taken.
3 Results

For the purposes of this publication, it is not necessary to elaborate on the measures that have been taken at all enterprises, including construction companies, that are common to all employers, namely, the ban on collective meetings and mass events, the transfer of all employees who can be transferred to remote working mode, measures against employees over 65 years of age and employees of other ages from risk groups, restrictions on business trips, the need to use protective equipment and disinfectants. But the organizational and control measures taken by employers in the construction industry to organize the work of employees of construction companies in order to prevent the spread of a new coronavirus infection are discussed below in more detail, since they have industry specifics and have been developed on the basis of industry orders and recommendations.

Organizational and control measures for organizing the work of the personnel of a construction organization in the conditions of mass spread of infection can be conditionally divided into six enlarged blocks [10, 18].

The First Block - Arrangements for Organizing Access to the Construction Site:

– introduce access control to the construction site, construction camp or industrial premises,
– keep records of the arrival and departure of employees in the form of a journal (report card), indicating the date and time of entry and exit, the presence or absence of symptoms of ARVI (acute respiratory viral infection), data on body temperature, a survey of the employee’s health and a survey of the health of individuals living together with the employee,
– restrict access to the construction site for individuals not involved in the performance of construction works and construction maintenance,
– require visitors and employees entering or leaving the construction site to ensure social distance, including by dividing the time of entry and exit of teams, to observe a social distance of at least two meters in the case of a delay in the entry/exit process and the emergence of a waiting situation,
– recommend drivers from transport vehicles, when delivering building materials to a construction site, not to leave the car cab, if the technology of building materials unloading allows it. If it is impossible to stay in your transport vehicles, tell the driver to wash or disinfect his hands, monitor that the driver (freight forwarder) keeps the social distance with the workers involved in unloading at the construction site,
– do not allow individuals without a pass to enter the construction site.

In order to reduce the probability of mass accumulation and the intersection of personnel at the entrance and exit of the construction site, the work schedules of individual teams and construction sites were adjusted in such a way as to exclude the intersection of workers from different departments (shifts) when entering and exiting the construction site. Employees of checkpoints are required to control the order of entry and exit to construction sites in accordance with schedules that exclude the mass
accumulation of personnel and the intersection of workers at the entrance and exit, and keeping the distance established by special markings between employees while waiting for entry and exit from the construction site. Additional control of the situation at the beginning and end of the working day (shift) was carried out by the security service, monitoring the situation through video cameras at the entrance to the construction site, as well as a specially appointed controller (steward). Every week, each construction site summed up the results and received additional points to the CTU, if the controlling authorities (both internal-steward, site manager, and external-Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing, Stroynadzor) did not detect violations of the regime and did not give an order.

Activities for Organizing the Workflow are the Second Block.
Common measures for the organization of the work process – for all employees:

- isolate work teams from each other when performing work,
- ensure minimal contact between employees during the working day (shift),
- cancel optional works that require physical contact of employees, if it is impossible to cancel - to perform work in gloves and personal respiratory protection,
- organize the disinfection of reusable work tools, the interior of the transport vehicles and construction equipment between the use of different workers.

All weekly workshops that are typical for the construction process (usually involving the customer, general contractor, contractors, labor protection, construction supervision, designers, author supervision, etc.) were held using the videoconferencing service (zoom.ru), and each interested party of construction carried out monitoring of the work on the site in turn, in order to avoid a one-time congestion of people and reduce the risk of infection. Protocols were kept exclusively in electronic form, and electronic images of documents were accepted for execution.

Additional measures for organizing the work process – for migrant workers:

- ensure that soap, hand sanitizers, and thermometers are available in places where migrant workers are accommodated,
- ensure daily disinfection of accommodation facilities for migrant workers, with the use of disinfectants to sanitize all surfaces,
- isolate migrant workers when performing work, except the cases where such isolation will lead to a violation of the production technology,
- if the presence of a new coronavirus infection (COVID-19) is confirmed, place the specified workers in quarantine for 14 days in a specially designated place.

In order to protect the staff, it was decided to test for covid those foreign citizens who have just come to work.

The Third Block - Measures to Monitor the Health of Employees:

- carry out morning and evening (at the entrance and exit from the construction site) visual inspection for signs of ARVI, temperature control, survey of employees’ health condition with entering the results in the journal (report card) of arrival and departure of employees,
– conduct daily non-contact body temperature measurement of employees and visitors at the entrance to the construction site, as well as at the end of the working day (shift),
– carry out disinfection control of sanitary and amenity facilities and cabins of the construction town during the working day (shift),
– restrict access to work of employees with signs of ARVI, who got signs of ARVI in the course of work,
– keep a register of employees with the identified symptoms of ARVI, monitoring the following information: full name; date; characteristics of health (satisfactory, slight malaise, severe malaise); body temperature; cough; runny nose, loss of smell; headache, chills; other symptoms; individuals with whom the individual contacted (full name); signature of the employee indicates that the information was provided voluntarily and recorded correctly from his words,
– if an employee of the enterprise has an increased body temperature (37.0 °C or higher) and (or) signs of ARVI, to suspend the employee from work and arrange for the employee the transportation to the place of residence for self-isolation for a period of at least fourteen days. Notify a sick employee on the need to immediately seek medical care at home,
– if an employee is diagnosed with a “coronavirus infection”, check the isolation of all employees who came into contact with this individual after the onset of symptoms, and their compliance with the period of self-isolation at the place of residence for at least fourteen days,
– if the worker of the construction site was diagnosed with the “coronavirus infection”, the responsible person appointed by the head of the company immediately notifies the territorial authority of Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing on the employee diagnosis “coronavirus infection”, including address and name of object of capital construction, the address of the place of the sick employee isolation, the date of occurrence of ARVI symptoms of people that were in contact with the person after the diagnosed ARVI symptoms, addresses of their isolation places,
– organize keeping records of all employees with identified symptoms of respiratory diseases,
– if an employee has an increased body temperature (37.0 °C or higher) and/or signs of respiratory diseases, suspend the employee from work and arrange for the employee to be taken home for self-isolation for a period of fourteen days,
– ensure that separate rooms are available to isolate workers if they have increased body temperature or symptoms of respiratory illness before the ambulance arrival.

The Fourth Block - Measures to Ensure Personal Hygiene of Employees and Disinfection of Premises:
– instruct employees on the prevention of the spread of a new coronavirus infection (COVID-19) in accordance with the instructions of Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing with mandatory recording in the appropriate journal,
issue information materials (memos) to each construction site employee on symptoms of coronavirus infection (COVID-19) and measures to prevent infection at the entrance to the construction site and in public areas,

control availability on the construction site:

1. Disposable paper towels, towel bins, or disinfectants.
2. Means of individual protection for individuals admitted to the construction site.
3. UV bactericidal irradiators (recirculators).
4. Five-day stock, detergents, disinfectants, means of individual protection, gloves, rags, cleaning equipment, based on the estimated need.
5. In places for washing and disinfecting hands, soap, disposable paper towels, trash cans for towels, or disinfectant in the case of a temporary interruption or restriction of water supply.

organize on the construction site and monitor in the construction town and production space:

1. Regularly empty trash cans with used disposable hand towels and utilize the used disposable hand towels,
2. Centralized collection of used disposable masks. Before placing them in waste collection containers place them in tight packaging and in 2 plastic bags,
3. Provide the individuals admitted to the construction site, as well as to production, household, office premises, administrative and household premises with personal protective equipment (masks, gloves, etc.),
4. Ensure control over employees located on construction sites and in construction towns in order to prevent their movement outside of the construction site and construction towns, except for movement from their place of residence to their place of work and back,
5. When performing work (if it is not related to the technological process), as well as when waiting for entry and exit from domestic premises, buildings, structures, observe a distance of 2 (two) meters between employees,
6. Organize places for washing and disinfecting hands at the entrance to the construction site, in places where food is taken, in toilet rooms, and in public areas.

In addition to the measures listed above, construction organizations are recommended to oblige every employee who starts working after the resumption of work of construction enterprises to:

1. Exercise daily self-monitoring of your health status,
2. Move from the place of residence alone, if possible using personal transport. When you are in transport, keep a social distance of at least two meters,
3. Inform the responsible individuals who keep the journal of monitoring the health status of construction site workers, reliable information on their own health status,
4. Wash or disinfect hands when entering and exiting the construction site, before eating, before and after using the toilet, after contact with objects that have been used by others,
5. Exclude handshakes, hugs and other contact forms of communication during the period of preventive measures for COVID-19,
- when self-detection of increased body temperature (37.0 °C and more) and (or) signs of ARVI:
- do not go to work,
- immediately inform the immediate supervisor of your condition, and also the head of the HR department or general director of the company,
- provide a regime of self-isolation for a period of not less than fourteen days,
- request medical assistance at home.
- Employees whose duties include cleaning in office, work and household premises are charged with the following duties:
  - carry out daily disinfection of the construction site premises and common areas with the use of disinfectants 2 times a day in the morning and in the evening,
  - conduct regular (every 2 h) cleaning of contact surfaces (door handles, buttons, switches, handrails, railings, telephone equipment, keyboards, office equipment, tables, locks, taps, sinks, toilets, etc.) using disinfectants,
  - every two hours to ventilate the production areas of the headquarters building and common areas,
  - make appropriate notes in the contact surface and room disinfection journal.

Technical and administrative staff of building organizations (PTO engineers, cost consultants, designers, personnel officers, accountants, lawyers, etc.) were quickly put in remote work with the necessary working conditions (connection to the software, the compensation of additional costs for mobile communication and Internet), with the exception of work producers, heads of construction sites, project managers. Their construction sites continued work employment or faster than others received permission to easing restrictions related to prevention of a new coronavirus infection spread. It was necessary to make adjustments to the schedules of work production and delivery of construction materials to construction sites, taking into account the requirements for the permissible number of workers for each type of construction work.

4 Discussion

Like many other enterprises, construction organizations had a very difficult time during the period of restrictive measures. However, according to a survey of developers [12], 72% of the surveyed construction organizations managed to retain almost all staff, about 15% dismissed some of their employees, and less than 2% dismissed the entire staff. If we talk about the size of construction organizations that did not survive the restrictive measures, these are microenterprises and small businesses. Among these organizations, the lowest percentage of those who retained all staff, and the highest percentage of layoffs. More than 80% of enterprises of large and medium-sized businesses in construction have retained their staff without significant losses in numbers (correctly organized remote work, introduced flexible working hours, complying with legal requirements, revised the holiday schedule, shift mode, duration of shifts, etc.). If we analyze data on the subjects of the Russian Federation, of which there were organizations that took part in the survey, then the leader in the number of organizations that had to lay off more employees is Moscow and the Moscow region, Saint
Petersburg, and the Khanty-Mansi Autonomous Okrug - Yugra. Also, many construction organizations noted difficulties and problems with organizing work by migrant workers — problems with entering the territory of the Russian Federation, problems with extending mandatory documents for work, problems with the fact that some of the staff was deported.

5 Conclusion

Thus, thanks to the efforts of management bodies, as well as the discipline and responsible behavior of employers and employees of construction organizations, there were no cases of mass diseases and outbreaks of infection in construction organizations in Russia during the period of the coronavirus infection spread. The situation and results of today confirm that the construction industry personnel had sufficient “resources necessary to participate in pandemic self-government (knowledge of how and when to shop, availability of people who can help, the nearest hospital having enough respirators, etc.” [13]. The experience gained during the pandemic, as well as the results of the dedicated work of military builders, allowed both employees and employers and authorities to take a new look at the labor resources of the industry, to think about the strategic prospects of personnel support for construction and the quality of training of qualified labor for construction organizations in the Russian Federation. The global coronavirus pandemic (COVID-19) has already had a huge impact and will undoubtedly have profound consequences for many next years [1], and no one will come out of the crisis without losing something [19].

References

1. Balog-Way, D.H.P., McComas, K.A.: COVID-19: Reflections on trust, tradeoffs, and preparedness. Journal of Risk Research, In Press (2020). https://www.tandfonline.com/doi/full/10.1080/13669877.2020.1758192. Accessed 01 June 2020
2. Bryce, C., Ring, P., Ashby, S., Wardman, J.K.: Resilience in the face of uncertainty: Early Lessons from the COVID-19 Pandemic. Journal of Risk Research, In Press (2020). https://doi.org/10.1080/13669877.2020.1756379. Accessed 22 June 2020
3. Decree of the President of the Russian Federation On declaring non-working days in the Russian Federation dated 25.03.2020 No. 206 (2020). http://www.consultant.ru/document/cons_doc_LAW_348485/. Accessed 20 June 2020
4. Decree of the President of the Russian Federation of 11.05.2020 No. 316 On determining the procedure for extending measures to ensure the sanitary and epidemiological well-being of the population in the subjects of the Russian Federation in connection with the spread of a new coronavirus infection (COVID-19) (2020). http://www.consultant.ru/cons/cgi/online.cgi?rnd=410DFCB1B6E87DDBE69691C2747130BDandreq=docandbase=LAWandn=352133andstat=refcode%3D16876%3Bindex%3D0#oa0j3kbr6o. Accessed 20 June 2020
5. Decree of the President of the Russian Federation dated 02.04.2020 No. 239 On measures to ensure the sanitary and epidemiological well-being of the population on the territory of the Russian Federation in connection with the spread of a new coronavirus infection (COVID-19) (2020). http://www.consultant.ru/cons/cgi/online.cgi?req=docandbase=LAWandn=349217andfld=134anddst=1000000001,0andrnd=0.653442326359952#09453038710275816. Accessed 20 June 2020

6. Decree of the President of the Russian Federation of 28.04.2020 No. 294 On the extension of measures to ensure the sanitary and epidemiological well-being of the population on the territory of the Russian Federation in connection with the spread of a new coronavirus infection (COVID-19) (2020). http://www.consultant.ru/cons/cgi/online.cgi?req=docandbase=LAWandn=351539andfld=134anddst=1000000001,0andrnd=0.1171375320457595#004435075431923008. Accessed 20 June 2020

7. Letter of the Ministry of Construction Industry, Housing and Utilities Sector of the Russian Federation dated 03.04.2020 No. 13158-IF/03 On recommendations for the prevention of the spread of coronavirus infection for organizations in the construction industry (2020). http://nostroy.ru/news_files/2020/04/07/01/GetAttachmentCashedImageStream%20(14).pdf. Accessed 20 June 2020

8. Letter of Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing from 10.03.2020 no 02/3853-2020-27 On measures for the prevention of new coronavirus infection (COVID-19) (with Recommendations for the prevention of new coronavirus infection (COVID-19) among employees) (2020). http://www.consultant.ru/document/cons_doc_LAW_347459/. Accessed 20 June 2020

9. Letter of Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing from 18.04.2020 N 02/7329-2020-27 On carrying out preventive and disinfection measures for employees of the construction industry (with MR 3.1/2.2.0172/2-20. 3.1. Prevention of infectious diseases. 2.2. Labour health. Recommendations for the prevention of new coronavirus infection (COVID-19) among construction workers. Guidelines) (2020). http://www.consultant.ru/cons/cgi/online.cgi?req=docandbase=LAWandn=350801andfld=134anddst=1000000001,0andrnd=0.7655392409223332#048416180473402615. Accessed 20 June 2020

10. Methodic of measures aimed at preventing the spread of a new coronavirus infection (COVID-19) when contractors-members of self-regulating organizations perform works on construction, reconstruction, major repairs, demolition of capital construction projects, as well as in places where people are allowed to perform these works, approved by President of National Association of Builders 06.04.2020 (2020). http://nostroy.ru/news_files/2020/04/05/%D0%BC%D0%B5%D1%82%D0%BE%D0%B4%D0%B8%D0%BA%D0%B0%20%D0%BF%D1%80%D0%BE%D1%82%D0%B8%D0%B2%D0%BE%D0%B4%D0%B5%D0%B9%D1%81%D1%82%D0%B2%D0%B8%D1%8F%20%D0%BA%D0%BE%D1%80%D0%BE%D0%BD%D0%BO%D2%01%80%D1%83%D1%81%D0%BD%D0%BE%D0%B9%20%D0%B8%D0%BD%D1%84%D0%B5%D0%BA%D1%86%D0%B8%D0%B2%01%80%D0%BD%D0%1%82%D1%81%20%06.04.2020.pdf. Accessed 22 June 2020

11. National Association of Builders: Survey Impact of the coronavirus pandemic on the activities of contractors in construction, conducted by LLC Institute for the development of the construction industry in the period from 07.04.2020 to 27.04.2020 (2020). https://nostroy.ru/nostroy/situation_center/analytics_data/Oпос%20(Подрядчики%2027.04.2020).pdf. Accessed 15 June 2020
12. National Association of Builders: A survey of developers in the Russian Federation conducted by the LLC “Construction Industry Development Institute” in the period from 14.04.2020 to 18.04.2020 (2020). https://nostroy.ru/nostroy/situation_center/analitics_data/Опрос%20(Застройщики%20этап%20-%2014.04-27.04.2020).pdf. Accessed 22 June 2020

13. Nygren, K.G., Olofsson. A.: Managing the Covid-19 pandemic through individual responsibility: The consequences of a world risk society and enhanced ethopolitics. Journal of Risk Research. In Press (2020). https://www.tandfonline.com/doi/full/10.1080/13669877.2020.1756382. Accessed 22 June 2020

14. Plan of priority measures (actions) to ensure the sustainable development of the economy in the context of the deterioration of the situation due to the spread of a new coronavirus infection (approved by the Government of the Russian Federation 17.03.2020) (2020). http://www.consultant.ru/cons/cgi/online.cgi?req=docandbase=LAWandn=348153andfld=134andddt=1000000001,0andrnd=0.6021272823433681#014087510286109417. Accessed 21 June 2020

15. Recommendations to employers towards the application (distribution) on workers mode of working days from 30 March to 3 April 2020 in connection with the decree of the President of the Russian Federation from March 25, 2020 No. 206 On the Declaration in the Russian Federation of non-working days, approved on the meeting of the operational headquarters for the prevention of introduction and spread of new coronavirus infection in the Russian Federation 26.03.2020 (2020). https://mintrud.gov.ru/labour/relationship/379. Accessed 20 June 2020

16. Ruiu, M.L.: Mismanagement of Covid-19: Lessons learned from Italy. Journal of Risk Research. In Press (2020). https://www.tandfonline.com/doi/full/10.1080/13669877.2020.1758755. Accessed 22 June 2020

17. Russian Future. National projects: Khusnullin: to meet the goals of the national project for housing commissioning, another 2 million builders are needed (2020). https://futurerussia.gov.ru/nacionalnye-proekty/husnullin-dla-vypolneniya-celej-nacproekta-po-vvodu-zila-nuzny-ese-2-mln-stroitelej. Accessed 22 June 2020

18. Sharfuddin, S.: The world after Covid-19. Round Table 109(3), 247–257 (2020)

19. Standard for organizing work on construction sites in order to prevent the spread of a new coronavirus infection (COVID-19), approved by order of the Deputy Chairman of the Government of the Moscow region on 22 04 2020 No. 28-p (2020). http://www.consultant.ru/law/review/207655546.html/. Accessed 22 June 2020