SKRINEX GROUP

CONSTITUTION
SKRINEX GROUP

FUNDAMENTAL PRINCIPLES · VALUES · COMMITMENTS



Different companies. Shared resources. One system.
Shared principles. One name — **SKRINEX**.

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1. Introduction

1.1. SKRINEX Group as a group of companies

SKRINEX Group is an international group of companies united by a common strategic direction, a corporate culture, a system of values, shared resources, and a shared understanding of what a modern industrial, engineering, and technology business should be.

SKRINEX Group is being built not as a set of separate legal entities operating in isolation from one another, but as a single corporate and operational system in which each company has its own specialization, legal structure, territory of operation, and objectives, while at the same time being part of the common SKRINEX system.

The companies of the Group may operate in different countries, industries, and technology areas, yet they are united by common requirements for professionalism, safety, quality, responsibility, business ethics, and the final result.

One of the fundamental principles of SKRINEX Group is the ability to share resources within the Group.

Depending on the needs of a specific project, the companies of SKRINEX Group may pool and use:

- workforce resources and specialists;
- engineering and management personnel;
- technical competencies;
- equipment, tools, and transport;
- material resources;
- organizational infrastructure;
- knowledge, experience, and technologies.

Employees and specialists of one Group company may be engaged in the execution of projects of another company within the framework of applicable legislation and appropriate contractual relationships.

The companies of SKRINEX Group may also act as contractors or subcontractors for one another, jointly form project teams, and execute individual parts of one common project.

Thus, from a legal point of view, work may be performed by several different companies of the Group, while from an operational point of view they act as parts of the unified SKRINEX Group system.

This allows the Group to allocate personnel, competencies, equipment, and other resources flexibly across projects, ensuring the required productivity, quality, and the ability to respond promptly to the client's requirements.

At the same time, any interaction between the companies of SKRINEX Group must be conducted transparently, with proper documentation, on an economically justified basis, and in full compliance with the legislation of the relevant countries.

1.2. Companies comprising SKRINEX Group

At the current stage, the structure of SKRINEX Group includes:

SKRINEX Industrial — the industrial direction of the Group.

SKRINEX DE — the Group's German direction, ensuring the development and implementation of SKRINEX activities on the territory of Germany and participation in the Group's international projects.

SKRINEX Atom — a specialized direction associated with nuclear power, the nuclear industry, dismantling, and technical and specialized work at nuclear industry facilities.

SKRINEX Urban — a direction focused on developing technological, digital, urban, and other promising solutions of the Group.

Each company of SKRINEX Group is an independent legal entity and bears responsibility in accordance with its legal status and applicable legislation.

At the same time, all companies are part of the unified development strategy of SKRINEX Group and act with due regard for the common interests of the Group.

The structure of SKRINEX Group is neither closed nor final.

1.3. Further development of the Group

SKRINEX Group is designed from the outset as a structure capable of further international, industry, and technological expansion.

In the future, the Group may include new companies, divisions, technology directions, joint ventures, and specialized structures.

The creation of a new company within SKRINEX Group must be driven by strategic necessity, the development of a new market, a new competency, a new technology, or a separate line of business.

A new company must not merely use the SKRINEX brand; it must strengthen the overall system of the Group with its competencies, resources, territorial presence, or technologies.

At the same time, it gains the opportunity to draw on the potential of the other companies of SKRINEX Group: accumulated experience, human resources, engineering competencies, equipment, technologies, business connections, and organizational infrastructure.

This is precisely why the development of SKRINEX Group does not mean a simple increase in the number of legal entities.

Each new company must increase the collective capabilities of the entire Group.

Regardless of its country of registration, legal form, or specialization, every new company using the SKRINEX name becomes part of the common corporate system and adopts the fundamental principles of this Constitution.

1.4. The purpose of the Constitution of SKRINEX Group

This Constitution defines the fundamental principles on which SKRINEX Group is built.

It answers the fundamental questions:

who we are;

why SKRINEX Group exists;

what unites the different companies of the Group;

which values are unchanging for us;

what conduct we expect from managers and employees;

how we treat our clients, partners, and one another;

how the companies of the Group interact with one another;

how we use shared resources;

how we make decisions;

what responsibility means to us;

how we approach safety, quality, and results;

what kind of company, and what kind of group of companies, we want to build in the future.

The Constitution of SKRINEX Group must not be a formal document existing only on paper.

It is the foundation of the corporate culture, a frame of reference for decision-making, and the basis for interaction among all companies of SKRINEX Group.

The legal entities within the Group may differ.

The countries may differ.

The lines of business may differ.

But the fundamental principles of SKRINEX must remain the same.

When internal instructions do not provide an unambiguous answer, when a difficult situation arises, or when a decision affecting the interests of a company or the entire Group must be made, a manager and an employee must be able to ask themselves a simple question:

"Does this decision comply with the principles of SKRINEX?"

The Constitution must help provide an unambiguous answer to this question.

Its principles are the same for the entire SKRINEX Group, regardless of country, company, position, or project.

> **Different companies. Shared resources. One system. One set of principles. One name — SKRINEX.**

2. Identity of SKRINEX Group

2.1. Who we are

SKRINEX Group is an international industrial, engineering, and technology group of companies that creates and delivers solutions for complex production, infrastructure, energy, and specialized projects.

We combine practical industrial experience, engineering competencies, qualified personnel, modern technologies, and an entrepreneurial approach.

SKRINEX Group sees itself not merely as a performer of individual works.

Our task is to be a reliable production and engineering partner for the client — one capable of taking responsibility for the assigned task, organizing the necessary resources, ensuring the execution of the work, and bringing the project to the required result.

We operate in an environment where what matters is not declarations but the actual fulfillment of commitments.

Therefore, the identity of SKRINEX is based above all on the capacity to:

- fulfill the commitments it has undertaken;
- organize people and processes;
- work in demanding production environments;
- comply with safety and quality requirements;
- respond quickly to changes;
- resolve problems as they arise;
- answer for the final result.

For SKRINEX, professionalism means not only the possession of knowledge and certificates.

Professionalism is evident in how work is organized, how decisions are made, how the company acts when difficulties arise, and what result the client receives.

2.2. What unites the companies of SKRINEX Group

The companies of SKRINEX Group may have different legal forms, operate in different countries, and specialize in different areas.

However, belonging to SKRINEX Group is determined not only by corporate structure or the use of a common brand.

The companies of the Group are united by:

- a common strategic goal;
- common corporate values;
- common requirements for the quality of work;
- common safety principles;
- common requirements for professional and business ethics;
- shared responsibility for the reputation of the SKRINEX brand;

- the ability to share competencies and resources;
- a common approach to relationships with clients, employees, and partners;
- a commitment to development, technological progress, and international growth.

Each company of SKRINEX Group must understand that its actions affect not only itself.

Every successful project strengthens the reputation of the entire Group.

Every serious mistake, breach of commitments, or unprofessional conduct is also reflected on all companies operating under the SKRINEX name.

Belonging to SKRINEX Group therefore means not only receiving the advantages of the common system, but also accepting responsibility to the entire Group.

2.3. A single corporate identity

SKRINEX Group must be perceived by clients, partners, and employees as a single professional system.

Regardless of which specific company signs the contract or performs the work, the client must see a single SKRINEX standard:

the same level of organization;
the same level of professionalism;
the same approach to safety;
the same approach to quality;
the same style of communication;
the same attitude to commitments.

The corporate identity of SKRINEX is created not only by a logo, a company name, or corporate colors.

It is formed daily through the actions of people.

How an employee arrives at the site.

How a workplace is organized.

How a manager speaks with the client.

How a team responds to a problem.

How carefully documentation is maintained.

How seriously safety is taken.

Whether promises are kept within the stated deadline.

Each such action shapes the perception of SKRINEX.

Therefore, every employee, manager, and company representative is a bearer of the SKRINEX brand, regardless of position.

2.4. The SKRINEX name

The SKRINEX name is a common intangible asset of the entire Group.

Its value is built over years — through completed projects, relationships with clients, the quality of work, the conduct of employees, and the ability to fulfill commitments and see undertakings through to a result.

The reputation of SKRINEX does not belong to any individual, division, or company.

It is the result of the joint work of the entire Group.

Therefore, no one within SKRINEX Group has the right to pursue short-term gain at the cost of long-term damage to the SKRINEX name.

If there is a choice between a quick advantage and preserving the client's trust, priority must be given to trust.

If there is a choice between concealing a problem and resolving it openly in a timely manner, the problem must be brought to light and solved.

If there is a choice between formally discharging a commitment and achieving a real result, SKRINEX must strive for the real result.

We must strive to ensure that the SKRINEX name itself becomes, for the client, a confirmation of a defined standard.

When a client hears SKRINEX, they must understand:

these people organize the work;
these people take responsibility;
these people do not disappear when a problem arises;
these people know how to work in demanding conditions;
these people are focused on results.

2.5. SKRINEX as a production culture

SKRINEX Group is built around a culture of execution.

An idea, a strategy, or a technology has value only when it is turned into a concrete result.

Therefore, within SKRINEX, high value is placed on people who are able not only to discuss tasks but also to organize their execution.

We respect:

- professional mastery;
- the ability to make sound decisions independently;
- initiative;
- discipline;
- responsibility;
- the ability to work in a team;
- the ability to acknowledge and correct mistakes;
- a commitment to improving existing processes.

At the same time, a culture of excuses is unacceptable in SKRINEX.

The occurrence of a problem is not, in itself, a failure.

Problems are inevitable in any complex project.

What is critically important is this:

whether the problem was identified in time;
whether it was raised;
whether a decision was made;
whether it was resolved;
whether lessons were drawn so that it would not recur.

SKRINEX must be an organization that knows how to learn from its own experience and constantly grow stronger.

2.6. SKRINEX as an evolving system

The identity of SKRINEX must not mean the conservation of existing approaches.

On the contrary, one of the distinctive features of the Group is the ability to change.

Markets change.

Technologies change.

Client requirements change.

Production processes change.

Therefore, SKRINEX must continually develop its own working methods, competencies, and technologies.

We must preserve fundamental values, but be ready to change tools and approaches.

What worked yesterday will not necessarily be the best solution tomorrow.

Therefore, SKRINEX seeks to combine:

industrial experience — with new technologies;
discipline — with initiative;
reliability — with speed;
traditional engineering competencies — with artificial intelligence and digitalization;
human experience — with data and automated systems.

It is precisely this combination of practical industrial experience and continuous technological development that must become one of the defining features of the identity of SKRINEX Group.

2.7. What it means to be part of SKRINEX

To be part of SKRINEX means to understand that the result of the entire Group depends on the actions of each individual.

Regardless of position, an employee represents SKRINEX through their decisions, the quality of their work, and their attitude to their duties.

Belonging to SKRINEX means:

not to walk past a problem;
not to shift responsibility;
not to conceal mistakes;
not to promise what cannot be fulfilled;
to respect the client and colleagues;
to safeguard the company's resources;

to comply with safety requirements;
to strive to do the work better than what is formally required of us.

We expect that a person working at SKRINEX will, over time, come to regard the company's result as part of their own professional result.

Because the strength of SKRINEX is created neither by legal structures nor by branding.

> **The strength of SKRINEX is created by people who confirm the meaning of this name through their actions every day.**

3. Mission

3.1. The mission of SKRINEX Group

The mission of SKRINEX Group is to create reliable, safe, and technologically advanced solutions for industry, energy, infrastructure, and other complex sectors by uniting professional people, engineering competencies, modern technologies, and effective work organization.

We exist to turn complex tasks into a manageable and predictable result.

SKRINEX must be able to enter a complex project, understand the task, assemble the necessary competencies and resources, organize execution, and bring the work to a final result with the required level of quality, safety, and responsibility.

Our mission is not limited to the execution of a single contract.

We strive to build a system capable of creating long-term value for clients, employees, partners, and SKRINEX Group itself.

3.2. Our value to the client

The client must receive from SKRINEX not merely manpower, a stand-alone service, or the performance of a defined scope of work.

They must receive a solution to the task.

This means that SKRINEX must strive to understand not only the formally assigned task, but also the client's ultimate goal.

Our task is to help the client:

- deliver the project safely;
- deliver it with quality;
- meet the established deadlines;
- ensure the required productivity;
- reduce the number of organizational and technical problems;
- identify risks in a timely manner;
- respond quickly to changes;
- receive transparent information on the status of the work;
- have a partner capable of taking responsibility.

We strive to make working with SKRINEX easier for the client, not harder.

If a problem arises, SKRINEX must come to the client not only with a description of the problem but also, to the extent possible, with options for its solution.

We want the client, after the project is completed, to be able to say:

"SKRINEX delivered what it promised, and this team can be counted on again."

3.3. Our value to employees

SKRINEX Group must be an organization in which a professional can grow together with the company.

We strive to create an environment in which the employee has the opportunity to:

- develop professional competencies;
- gain new production and international experience;
- take on greater responsibility;
- show initiative;
- grow from a specialist into a manager;
- take part in complex and technologically interesting projects;
- see the connection between their own contribution and the company's result.

SKRINEX must give people the opportunity to move forward.

But advancement within the Group must depend not only on length of service or formal position.

It must depend above all on:

competence;
reliability;
responsibility;
results;
the ability to learn;
the ability to lead other people.

We want to develop strong specialists and strong managers within SKRINEX Group itself.

3.4. Our value to partners

SKRINEX Group regards suppliers, subcontractors, engineering partners, developers, and the other organizations we work with as part of a broader production system.

We strive to build relationships on the basis of:

- transparency;
- predictability;
- honoring agreements;
- mutual respect;
- a professional approach;
- a fair distribution of responsibility.

We are interested in long-term partnerships with organizations and people who share our requirements for quality, safety, and professional conduct.

For SKRINEX, partnership does not mean the absence of requirements.

On the contrary, long-term relationships are possible only when both parties are able to fulfill the commitments they have undertaken.

3.5. Our value to industry

SKRINEX Group strives to be not only a participant in the existing industrial market, but also a part of its further development.

Modern industry faces several challenges at once:

a shortage of qualified personnel;

growing safety requirements;

increasing project complexity;

the need to increase productivity;

digitalization;

automation;

the development of artificial intelligence.

SKRINEX sees its role in combining traditional production experience with modern technologies.

We believe the industrial future will be built not only on machines or software.

It will be built on the effective interplay of people, technology, and the production process.

Therefore, the Group must constantly look for solutions that make work:

safer;
more efficient;
more transparent;
faster;
more predictable.

3.6. Safety as part of our mission

Safety is not an additional function of SKRINEX.

It is part of the very mission of the Group.

We do not regard HSE merely as a system of documents, briefings, inspections, and reporting.

Genuine safety must exist directly within the production process.

Risk must be identified before it leads to an incident.

An unsafe act must be noticed before consequences arise.

A worker must receive the necessary information at the moment it is truly needed.

This is why SKRINEX strives to connect production processes with digital technologies, artificial intelligence, and intelligent risk-warning systems.

Our long-term goal is to move from the model:

"an event occurred — we investigated it"

to the model:

"the system saw the risk — the person received a warning — the event did not happen."

3.7. Technology as an instrument for implementing the mission

For SKRINEX, technology is not an end in itself.

We do not adopt technology merely because it is new.

Technology has value when it solves a real production task.

Artificial intelligence, computer vision, digital platforms, automation, wearable devices, and analytical systems must be used where they make it possible to:

- improve safety;
- increase productivity;
- reduce the number of errors;
- strengthen control;
- speed up decision-making;
- preserve and transfer knowledge;
- improve collaboration between people;
- make complex processes more manageable.

SKRINEX must connect technological capabilities with real production experience.

3.8. Our mission toward SKRINEX Group itself

We are not building a company for the sake of the company's existence.

We are building a system that must grow stronger with every new project.

Every project must leave behind more than a financial result.

It must leave:

new experience;

new competencies;

new specialists;

new client relationships;

new technologies;

improved processes;

new opportunities for further growth.

SKRINEX Group must constantly accumulate knowledge and turn it into an organizational advantage.

What one project has learned must become available to the entire Group.

What has been developed by one company of SKRINEX Group must, where possible, strengthen the other companies of the Group.

Thus, the growth of SKRINEX must be not only quantitative but also qualitative.

3.9. A brief formula of the mission

The mission of SKRINEX Group can be expressed in a single formula:

> **To unite people, engineering expertise, and technology in order to make complex industrial work safer, more efficient, and more reliable.**

We do not strive merely to take part in projects.

We strive to improve the very way industrial work is performed.

4. Vision

4.1. What SKRINEX Group must become

SKRINEX Group must become an international industrial, engineering, and technology group capable of executing complex projects in different countries and industries by combining its own production resources, engineering competencies, modern technologies, and strong management.

We strive to build a Group that clients choose not only for its price or the availability of personnel, but because SKRINEX is able to take on a complex task, organize its execution, and deliver a predictable result.

In the long term, the SKRINEX name must be associated with:

reliability;
professionalism;
safety;
technological sophistication;
efficiency;
the ability to work in demanding conditions;
the ability to fulfill commitments.

SKRINEX must develop from a group of companies performing individual industrial works into a system capable of combining execution, engineering expertise, project management, and its own technological solutions.

4.2. An international Group

The future of SKRINEX lies in international development.

We strive to create a sustainable presence in key European and international markets through our own companies, branches, partner structures, and joint ventures.

At the same time, international expansion must not mean a simple increase in the number of countries in which SKRINEX companies are registered.

Each new presence must have a practical purpose.

It must:

- provide access to new markets;
- bring us closer to clients;
- strengthen production capabilities;
- expand the talent pool;
- build new engineering competencies;
- improve access to technologies;
- increase the resilience of the entire Group.

Our goal is to create a structure in which SKRINEX is able to rapidly assemble international project teams and draw on the potential of the entire Group, regardless of the country in which a particular project

is located.

4.3. From contractor to comprehensive industrial partner

SKRINEX must not remain a company that is engaged solely as a supplier of individual specialists or manpower.

We must consistently raise the level of our own responsibility in projects.

Development must proceed from individual works toward:

- independent production packages;
- management of work sections;
- integrated installation and dismantling works;
- engineering tasks;
- specialized industrial solutions;
- management of personnel and production processes;
- comprehensive responsibility for the result of a defined scope of work.

At the same time, the growth of responsibility must go hand in hand with the growth of competencies.

We must not accept commitments for which we lack the necessary knowledge, resources, or management system.

But where SKRINEX possesses the necessary capabilities, we must strive to take on greater responsibility and create greater value for the client.

4.4. Development of key directions

SKRINEX Group must develop as a diversified system in which different companies and directions reinforce one another.

The industrial direction must form the strong production foundation of the Group.

The German direction must strengthen the presence of SKRINEX in one of the key industrial markets of Europe and expand the possibilities of working with international clients.

The nuclear direction must develop specialized competencies for nuclear power projects, dismantling, maintenance, modernization, and other work in environments with heightened requirements for safety, quality, and control.

The technology directions must create new tools capable of raising the efficiency and safety both of SKRINEX's own projects and of our clients' projects.

New companies and directions must be created where there is long-term strategic value for the entire Group.

4.5. Proprietary technologies

One of the long-term goals of SKRINEX Group is the transition from using only external technologies to creating our own technological products.

The Group's practical industrial experience must become a source of technological ideas.

Every day we see the real problems of production:

errors;

unsafe acts;

lost time;

lack of information;

ineffective communication;

the difficulty of control;

a shortage of qualified specialists.

These problems must become the basis for developing our own solutions.

SKRINEX must strive to create technologies not from theoretical ideas about industry, but from the real experience of people working at production sites.

4.6. Artificial intelligence and the digital industry

We believe that artificial intelligence will become one of the key instruments of industrial development.

But its role must not be to replace the human at any cost.

The task of technology is to amplify human capabilities.

Artificial intelligence must help the worker:

to see what they might have missed;

to receive the necessary information faster;

to avoid errors;

to make better-founded decisions;

to work more safely.

It must help the manager understand the actual state of a project, identify deviations, and make data-driven decisions.

It must help the company preserve and transfer accumulated knowledge.

The vision of SKRINEX is the gradual creation of a production environment in which people, digital systems, and artificial intelligence work together.

4.7. The safety of the future

One of the strategic directions of SKRINEX's development must be a new model of industrial safety.

Traditional HSE largely reacts to events that have already occurred or detects violations during inspections.

We see the future differently.

Safety must become part of the work process itself.

Technology must help to see risk at the moment it appears.

A worker must receive a warning before performing an unsafe act.

A team must be able to see risks not only individually but collectively.

Managers must receive an objective picture of a project's safety in real time.

Our goal is to move gradually from reactive safety to preventive safety.

This approach must become one of the technological distinctions of SKRINEX Group.

4.8. A strong workforce of our own

SKRINEX must strive to develop its own stable workforce resource.

We must not depend entirely on whatever personnel happens to be available on the market.

The Group must consistently build its own circle of:

qualified workers;

welders;

installers;

electricians;

mechanics;

engineers;

work section supervisors;

HSE specialists;

project managers;

technical experts.

The best employees must see the possibility of long-term development within the Group.

Together with the growth of SKRINEX, the people who make that growth possible must grow as well.

4.9. The SKRINEX knowledge system

One of the goals of the Group's development is to turn the individual experience of employees into the knowledge of the entire organization.

The company must not lose knowledge every time a project ends or an employee leaves.

Project experience must be recorded, analyzed, and reused.

Mistakes must become lessons.

Successful solutions must become standards.

The practical knowledge of specialists must be passed on to new employees.

In the future, SKRINEX must possess its own accumulated system of industrial knowledge that grows stronger after every completed project.

4.10. Financial stability and independence

The scaling of SKRINEX must be accompanied by the strengthening of financial stability.

Growth for the sake of growth is not a goal.

The Group must strive to:

- maintain sufficient equity capital;
- sustain liquidity;
- diversify clients and markets;
- avoid creating a critical dependence on a single client;
- build financial reserves;
- invest part of its profit in development;
- retain the ability to finance promising projects and technologies on its own.

Financial stability gives the company the freedom to make the right long-term decisions, rather than decisions dictated by a short-term shortage of resources.

4.11. Managed growth

SKRINEX strives to grow quickly, but not chaotically.

Each new level of scale requires a new level of management.

What works effectively in a company of twenty people will not necessarily work for two hundred.

What works in one country may prove insufficient for an international Group.

Therefore, the organizational structure, processes, control systems, and management competencies must develop ahead of, or in parallel with, the growth of the business.

Growth without management creates risk.

Growth supported by a system creates strength.

4.12. The horizon of development

We are not building SKRINEX only for the sake of the next contract or the next financial year.

Our horizon is considerably longer.

Today's decisions must also be assessed from the standpoint of what kind of company they create in five, ten, or more years.

We want to build a Group capable of weathering individual crises, market changes, and technological transitions.

A company that does not depend on one person, one client, one project, or one country.

A company that is able to adapt constantly while preserving its fundamental principles.

4.13. The ultimate vision

We see SKRINEX Group as an international industrial-technological system capable of:

uniting strong people;
mobilizing the resources of different companies and countries;
executing complex industrial projects;
taking responsibility for the result;
creating our own engineering and digital solutions;
using artificial intelligence directly in the production environment;
developing a new model of preventive safety;
accumulating and scaling knowledge;
growing without losing quality or manageability.

We want SKRINEX, over time, to be perceived not merely as the name of a contractor.

SKRINEX must signify a certain way of working: professional, safe, technology-driven, and with responsibility for the result.

5. Core Values of SKRINEX Group

5.1. Responsibility

Responsibility is one of the core values of SKRINEX Group.

For us, responsibility means the readiness to answer for our own decisions, actions, and results.

A person working at SKRINEX must not regard their task solely as a formally completed volume of work.

It is important to understand the final result and one's own role in achieving it.

Responsibility means:

- fulfilling the commitments one has undertaken;
- reporting problems in a timely manner;
- not shifting responsibility onto others;
- acknowledging mistakes;
- correcting the consequences of one's own decisions;
- bringing what has been started through to a result.

In SKRINEX, responsibility must always accompany authority.

If a person makes a decision, they must be ready to answer for its consequences.

5.2. Reliability

Reliability means predictability.

Clients, partners, and employees must be able to rely on SKRINEX.

If we have made a promise, we must do everything possible to keep it.

If fulfillment becomes impossible, this must be communicated in advance, not after the commitment has been breached.

Reliability is built from daily actions:

arriving on time;

honoring agreements;

responding to messages;

completing tasks on schedule;

not disappearing when problems arise;

not changing agreements without explaining the reasons.

The reputation of a reliable company is not built on loud declarations.

It is built by thousands of kept promises.

5.3. Professionalism

Professionalism is not only qualifications.

It is evident in one's attitude to work.

A SKRINEX professional must:

know their profession;

understand the requirements of the project;

be able to use the necessary tools;

follow technological procedures;

understand the consequences of their actions;

maintain order;

interact correctly with other people;

continually raise their level of knowledge.

Professionalism also means the ability to say:

"I do not know this"

or

"Another specialist is needed for this task."

Attempting to conceal the absence of a competency creates a greater risk than honestly admitting its lack.

5.4. Safety

Safety is an unconditional priority of SKRINEX Group.

No production result justifies a deliberate risk to a person's life or health.

Deadlines matter.

Productivity matters.

Financial results matter.

But none of these factors can be a reason for a deliberate violation of safety rules.

Every SKRINEX employee has the right and the obligation to stop work if they see immediate danger.

Safety is everyone's responsibility.

Not only the HSE specialist's.

Not only the manager's.

Not only the client's.

Every person is responsible both for their own actions and for warning others in time about a hazard they have noticed.

5.5. Results

SKRINEX is results-oriented.

Process is important, but it has meaning only when it leads to the required result.

We do not evaluate work solely by the number of hours spent, meetings held, or documents produced.

The main question:

What has actually been done?

The result must be:

measurable;

clear;

of high quality;

compliant with the requirements;

achieved in a safe manner.

A results orientation does not mean work at any cost.

It means the ability to organize the process in such a way that the goal is achieved professionally and predictably.

5.6. Honesty

We expect honesty within the company and in relationships with clients and partners.

Honesty means:

not concealing significant problems;

not distorting facts;

not creating a false impression of readiness or competence;

not promising the impossible;

not falsifying documents;

not manipulating results;

not using the company's trust for personal purposes.

The truth may be uncomfortable.

But a concealed problem almost always becomes more costly.

Therefore, in SKRINEX, difficult information must be escalated upward, not concealed.

5.7. Respect

SKRINEX builds relationships on respect.

A position does not make one person more valuable than another.

Every employee has their own function, responsibility, and professional dignity.

Respect means:

courteous communication;

no humiliation;

the ability to listen;

respect for differences;

respect for another person's time;

respect for the work of others.

Being demanding does not contradict respect.

A manager may demand high results.

But being demanding must not turn into humiliation or a display of power.

5.8. Discipline

Discipline creates predictability.

Large projects cannot be executed on enthusiasm alone.

Rules are needed.

Deadlines are needed.

Standards are needed.

Order is needed.

Discipline means:

arriving on time;

following instructions;

complying with procedures;

maintaining order;

keeping documentation;

honoring agreements;

following decisions that have been made.

At the same time, discipline must not destroy initiative.

The right system combines:

clear rules where they are necessary, and freedom of action where it increases efficiency.

5.9. Continuous Development

SKRINEX must not stand still in its development.

What is considered a high level today may become the minimum standard tomorrow.

Therefore, every level of the organization must develop continually.

Employees must improve their professional skills.

Managers — their management competencies.

The company — its processes.

The Group — its technologies and business model.

We must regularly ask the question:

"How can this be done better?"

Development does not mean constant change for the sake of change.

It means the ability to find more effective ways of achieving the result.

5.10. Initiative

SKRINEX values people who are able to see opportunities and propose solutions.

An employee must not limit themselves to the formula:

"This is not my task."

If a person sees a problem, a risk, or an opportunity for improvement, they must have the opportunity to raise the issue and propose a solution.

Initiative means:

noticing a problem;

thinking about a solution;

proposing improvements;

taking on reasonable responsibility;

acting within one's authority.

At the same time, initiative does not mean chaotic unilateral actions.

It must be combined with a professional assessment of risk, with responsibility, and with compliance with the management system.

5.11. Entrepreneurial Mindset

We want the managers and key employees of SKRINEX to think not only as executors, but as people who care about the result of the entire company.

The entrepreneurial mindset means:

understanding the cost of decisions;

treating resources with care;

seeing opportunities;

assessing risks;

thinking about the client;

understanding the economic result;

not creating unnecessary expenses;

looking for a more effective path.

Every manager must understand that the company's resources are not unlimited.

The money of SKRINEX must be used as responsibly as if a person were managing their own funds.

5.12. Unity

The companies of SKRINEX Group may have different tasks and operate in different markets.

But they must not exist as internally competing structures.

We proceed from the principle:

a strong Group makes every company within it stronger.

Therefore, where it is possible and economically justified, companies must:

share experience;

support one another with resources;

transfer competencies;

assist in the execution of projects;

draw on the common potential of SKRINEX Group.

The local interest of an individual company must not deliberately harm the interest of the entire Group.

5.13. The combination of values

The values of SKRINEX must not be considered in isolation from one another.

Results without safety are unacceptable.

Initiative without responsibility creates risk.

Discipline without development leads to stagnation.

Ambition without professionalism creates problems.

Honesty without respect can turn into rudeness.

Therefore, the culture of SKRINEX is built on balance.

Our approach can be expressed as follows:

to be ambitious, but realistic;
to be demanding, but respectful;
to act quickly, but not thoughtlessly;
to pursue results, but not at any cost;
to develop without losing our fundamental principles.

It is precisely the combination of these values that must determine the conduct of SKRINEX Group, regardless of country, project, position, or specific situation.

6. Our Commitments

6.1. Commitments to Clients

The client is one of the key parties to whom SKRINEX bears direct responsibility.

We commit to building relationships with clients on the basis of professionalism, transparency, respect, and the honouring of agreements.

For SKRINEX, working with a client means more than the legal performance of a contract.

It means responsibility for ensuring that the client obtains the expected result.

We commit to the following:

- to attend carefully to the client's requirements;
- not to accept commitments that we know in advance we cannot fulfil;
- to provide truthful information on the progress of the works;
- to report risks and deviations in a timely manner;
- to comply with quality and safety requirements;
- to respect the client's commercial interests;
- to protect confidential information;
- not to conceal material problems;
- to strive to propose solutions rather than merely record difficulties;
- to complete accepted commitments professionally and in an organised manner.

We understand that a client's trust takes a long time to build but can be lost very quickly.

Therefore, every project must be regarded not only as a separate contract but also as a contribution to the long-term reputation of SKRINEX.

6.2. Commitments to Employees

People are one of the principal resources and sources of development of SKRINEX Group.

The Company expects responsibility, professionalism, and discipline from its employees.

In turn, SKRINEX also assumes commitments towards its people.

We strive to provide:

- safe working conditions;
- respectful treatment;
- clear requirements and tasks;
- timely and fair remuneration;
- professional development;
- opportunities for career advancement;
- access to the necessary knowledge and training;
- objective evaluation of results;

- protection from discrimination, humiliation, and abuse of authority.

We cannot guarantee every employee constant comfort.

Work in an industrial environment often demands high discipline, mobility, demanding conditions, and the ability to work under pressure.

But SKRINEX is obliged to ensure fairness, respect, and clear rules.

An employee must understand:

what is expected of them;

what they are responsible for;

how their work is evaluated;

and what development opportunities exist before them.

6.3. Commitments to Partners and Contractors

SKRINEX builds long-term relationships with those partners who share our requirements for quality, safety, and business conduct.

We commit to the following:

to honour our agreements;

to respect the commercial interests of our partners;

not to use bargaining leverage in bad faith;

to provide the information necessary for the fulfilment of commitments;

to resolve disputed matters in a timely manner;

to maintain financial discipline;

to demand from our partners the same standards we follow ourselves.

Partnership does not mean the absence of control.

On the contrary, sound partnership is built on clear requirements, transparent responsibility, and mutual respect.

6.4. Commitments to the State and Society

SKRINEX Group operates in different countries and jurisdictions.

We commit to complying with the applicable legislation of every country in which we operate.

This concerns:

- labour legislation;
- tax commitments;
- occupational health and safety rules;
- licensing and certification requirements;
- migration requirements;

- accounting rules;
- environmental standards;
- anti-corruption requirements;
- competition rules;
- personal data protection.

We do not regard compliance with the law as a formality.

Lawfulness is the foundation of sustainable international business.

At the same time, SKRINEX must strive not merely to formally meet minimum requirements, but also to act in a way that does not cause deliberate harm to people, society, or the environment.

6.5. Commitments to Safety

SKRINEX assumes the commitment to continuously improve the level of safety.

It is not enough to create instructions or obtain certificates once.

Safety must be continually analysed and improved.

We commit to the following:

- to identify risks;
- to investigate incidents and potentially dangerous events;
- to implement corrective measures;
- to train personnel;
- to use modern technologies;
- to develop the culture of Stop Work Authority;
- to maintain open reporting of hazards;
- not to create a system in which people are afraid to report problems.

The goal is not to produce attractive statistics.

The goal is an actual reduction in the number of dangerous situations and the prevention of incidents.

6.6. Commitments to Quality

SKRINEX commits to continuously raising the quality of its work.

Quality is not only conformity to a drawing or a specification.

It is also the quality of:

organisation;

communication;

documentation;

planning;

control;

the handover of completed works to the client.

We must strive to do the job right the first time.

Redoing work because of errors means the loss of time, money, and trust.

Therefore, the prevention of defects is always preferable to their subsequent correction.

6.7. Commitments to the Future of SKRINEX Group

Every SKRINEX manager bears responsibility not only for today's results.

We are obliged to think about what the Group will be tomorrow.

Short-term gain must not systematically destroy long-term sustainability.

This means that we must:

invest in people;

develop technologies;

build financial reserves;

protect our reputation;

build our own competencies;

preserve knowledge;

develop the management system;

build lasting relationships with clients.

Not everything that makes money today benefits the Company tomorrow.

Not everything that requires investment today is an expense.

SKRINEX managers must be able to distinguish between these situations.

6.8. The Commitment to Tell the Truth

One of the most important duties within SKRINEX is not to create a false picture of reality.

Bad news delivered on time allows a decision to be made.

Bad news concealed until the last moment turns into a crisis.

Therefore, employees and managers are obliged to report in a timely manner:

risks;

delays;

errors;

financial problems;

violations;

conflicts;

shortages of resources;

inability to fulfil a commitment.

A manager must not punish a person merely for delivering unwelcome information.

But he is entitled to demand an explanation of why the problem arose and what is proposed to resolve it.

6.9. The Commitment to Correct Errors

SKRINEX does not expect that people will never make mistakes.

That is impossible.

But we do expect the right response to a mistake.

The right response includes:

to acknowledge it;
to stop the negative consequences;
to report it;
to correct it;
to understand the cause;
to prevent recurrence.

An attempt to conceal a mistake is a more serious violation of the corporate principles than the good-faith mistake itself.

6.10. The Reciprocity of Commitments

The SKRINEX Constitution does not create one-way demands.

The Company has the right to demand from an employee:

professionalism;

discipline;

results;

honesty;

responsibility.

But an employee also has the right to expect from the Company:

respect;

fairness;

the honouring of agreements;

safe working conditions;

clear management.

The same applies to clients and partners.

We honour our own commitments and have the right to demand the same of the other party.

6.11. The SKRINEX Principle of Commitment

The core principle can be stated simply:

If SKRINEX gives its word, it must mean something.

A contract.

A handshake.

A deadline.

A promise to an employee.

A commitment to a client.

An internal decision.

All of these build trust.

Therefore, the strength of SKRINEX must be built not on the number of promises made, but on the number of promises kept.

7. Business Principles

7.1. Lawfulness

SKRINEX Group conducts business in accordance with the legislation of the countries in which it operates.

We do not regard breaking the law as an acceptable instrument for achieving a commercial objective.

Every company of the Group is obliged to comply with the applicable requirements, including:

- corporate law;
- tax legislation;
- labour law;
- migration requirements;
- occupational health and safety rules;
- licence and permit requirements;
- competition rules;
- anti-corruption standards;
- personal data protection rules;
- environmental requirements;
- the requirements of clients and regulatory authorities.

If a commercial opportunity requires a deliberate violation of the law, such an opportunity does not comply with the principles of SKRINEX.

7.2. Fulfilment of Commitments

For SKRINEX, a contract is not a formality.

It is a commitment.

If the Company accepts an order, it must assess in advance:

whether the necessary people are available;

whether the necessary competencies are available;

whether the financial resources are available;

whether the technical capabilities are available;

whether we can meet the deadlines;

whether we understand the risks.

We must not accept a contract merely because it looks financially attractive.

Failure to fulfil a commitment can cost far more than the potential profit.

Therefore, the SKRINEX principle is:

first understand whether we can keep a promise, and only then give it.

7.3. Commercial Viability

SKRINEX is a commercial group of companies.

The Company must earn money.

A project that generates turnover but systematically destroys profit, resources, or reputation is not a good project.

When making commercial decisions, it is necessary to consider more than revenue.

We must analyse:

- profitability;
- cash flow;
- risks;
- the amount of financing required;
- responsibility;
- payment terms;
- mobilisation costs;
- management costs;
- the likelihood of additional expenses;
- the strategic value of the client;
- the project's impact on our reputation.

Growth in turnover must not be a substitute for real economic results.

7.4. Financial Discipline

Financial discipline is one of the conditions of the independence of SKRINEX Group.

Every company of the Group must monitor:

cash flows;

receivables;

commitments;

payroll;

taxes;

project costs;

procurement;

financing;

reserves.

Every significant expenditure must have a clear business purpose.

The Company's money is not an abstract resource.

Every euro invested in a project, equipment, an employee, or a technology must be used deliberately.

Cost saving is likewise not an end in itself.

A cheap solution that creates a risk to quality, safety, or performance can prove the most expensive.

7.5. Transparency of Commercial Decisions

Material commercial decisions must be understandable and substantiated.

SKRINEX must avoid situations in which an important decision exists only in one person's head and cannot be explained to the other participants in the system.

Where necessary, it must be possible to answer the questions:

why this contractor was selected;

why this price was accepted;

why the project is considered profitable;

why the decision to incur an expense was made;

what risks were taken into account;

who approved the decision.

Transparency creates control and reduces the likelihood of abuse.

7.6. Zero Tolerance for Corruption

SKRINEX Group does not tolerate corruption, bribery, concealed remuneration, or other forms of unlawful influence on commercial decisions.

The following are prohibited:

offering an unlawful reward in order to obtain a contract;

deriving personal benefit from the selection of a supplier or contractor;

concealing a personal interest;

using fictitious services or contracts to transfer an unlawful reward;

creating unofficial schemes capable of causing legal or reputational damage to the Group.

Commercial success achieved in a way that can destroy the Company is not success.

7.7. Conflict of Interest

The personal interests of an employee or manager must not conflict with the interests of SKRINEX Group.

If a person participates in a decision in which they have a personal financial or other interest, they are obliged to disclose it.

A conflict of interest in itself does not always constitute a violation.

The violation is its concealment.

SKRINEX expects transparency in such situations.

7.8. Protecting the Interests of SKRINEX Group

Loyalty to the Company does not mean unconditional agreement with every decision.

But every employee and manager is obliged to defend the lawful interests of SKRINEX Group.

This means:

not passing confidential information to competitors;

not using the Company's resources for personal business without permission;

not diverting clients or employees into personal structures;

not causing deliberate damage to the Company;

not concluding knowingly disadvantageous deals for personal gain;

not using one's position to obtain hidden advantages.

The resources, relationships, knowledge, and reputation of SKRINEX were built by the entire organisation and must be used in the interests of the Group.

7.9. Working with Suppliers and Contractors

The selection of suppliers and contractors must be based on professional criteria.

We evaluate:

- quality;
- price;
- reliability;
- timelines;
- safety;
- qualifications;
- financial stability;
- the ability to fulfil commitments.

The lowest price is not always the best solution.

SKRINEX must select the partner who delivers the best overall result, taking risk into account.

7.10. Fair Competition

SKRINEX strives to win on the strength of its own advantages:

professionalism;

quality;

price;

organisation;

technology;

reputation;

results.

We do not build our business on spreading false information about competitors or on acting in bad faith to interfere with their relationships with clients.

A competitor must be respected.

Strong competition drives us to become better.

7.11. Risk Management

Every business involves risk.

Our task is not to eliminate every risk, which is impossible, but to understand it and manage it.

When making significant decisions, it is necessary to evaluate:

financial risk;

legal risk;

operational risk;

HSE risk;

personnel risk;

reputational risk;

technological risk;

client risk;

country or market risk.

High potential profit must not automatically justify a disproportionate risk.

SKRINEX must be bold, but not reckless.

7.12. Attitude to Profit

Profit is a necessary condition for the existence and development of SKRINEX Group.

Without profit it is impossible to:

invest;

develop people;

purchase equipment;

build technologies;

build reserves;

withstand crises;

enter new markets.

Therefore, profit is not something the Company should be ashamed of.

But it must be earned professionally and lawfully.

We strive not for maximum profit at any price, but for sustainable profit that makes it possible to fulfil, at the same time, the commitments to clients, employees, and the future of the Group.

7.13. Money Follows Results

Within SKRINEX, a simple linkage must be maintained:

value — results — economic reward.

The Company must earn through the value it creates.

An employee must have the opportunity to advance through their own results.

A supplier must receive payment for a fulfilled commitment.

A client must understand what they are paying for.

The more transparent this linkage, the stronger the business.

7.14. Long-Term Interest over Short-Term Gain

Not every decision that is advantageous today is advantageous tomorrow.

We must not:

damage relations with a strong client for a small short-term gain;

cut costs on safety;

cut costs on quality where this creates future losses;

create an excessive debt burden for the sake of rapid growth;

hire people who destroy the Company's culture, even if they temporarily fill a staffing need.

When making key decisions, it is necessary to consider not only the current financial period but also the consequences for the future of SKRINEX Group.

7.15. Reputation as a Business Asset

Reputation is an economic asset.

A good reputation lowers the cost of client acquisition.

It raises trust.

It facilitates negotiations.

It helps attract strong employees.

It creates repeat orders.

Therefore, a decision capable of causing serious damage to the SKRINEX name must be assessed not only from the standpoint of the current deal.

The cost of lost trust can significantly exceed the value of a single contract.

7.16. Speed of Decision-Making

Business demands speed.

But speed must not mean chaos.

SKRINEX must strive to take decisions at the lowest management level necessary.

A question a project manager can resolve must not wait for weeks for a decision from top management.

For this, authority must be clear.

People must know:

which decisions they may take on their own;

which require approval;

which risks they are entitled to accept;

which matters must be escalated immediately.

The speed of the organisation is a competitive advantage.

7.17. A Wrong Decision Is Better than No Decision

In some situations, endless waiting carries more risk than a well-reasoned decision made on incomplete information.

SKRINEX must not foster a culture in which employees are afraid to make decisions.

If a decision was taken:

in good faith;

within the limits of one's authority;

on the basis of the available information;

in the interests of the Company;

then an unfavourable outcome in itself must not automatically mean that the person is at fault.

We must analyse the quality of the decision-making process, not only its final outcome.

7.18. The Common Business Interest of the Group

The companies within SKRINEX Group are separate legal entities, but they must take into account the common strategic interest of the Group.

Interaction between them must be:

lawful;

documented;

economically justified;

transparent.

At the same time, the internal structure must not hinder the use of the potential of the entire Group to achieve the best result.

If a single project requires the resources of several SKRINEX companies, the Group must be able to organise such interaction effectively and lawfully.

7.19. The Core Principle of Doing Business

The SKRINEX principle can be formulated as follows:

We earn by creating real value, fulfilling our commitments, and preserving the right to look a client, an employee, and a partner in the eye after the deal is completed.

Business must be profitable.

But it must also be sustainable.

Lawful.

Professional.

And such that every successfully completed deal makes the SKRINEX name stronger, not weaker.

8. The Client

8.1. The Client as the Foundation of Business

SKRINEX Group exists because there are clients who need our knowledge, our people, our technologies, and our ability to solve complex problems.

Therefore, the client must be at the centre of the Company's commercial and operational thinking.

But for SKRINEX, the client is not someone to whom we must agree to everything unconditionally.

The client is a party with whom we build professional relationships and create mutual value.

SKRINEX must strive to be not a convenient contractor at any price, but a strong, competent, and reliable partner.

8.2. Understanding the Client's Task

We are obliged to strive to understand not only what the client has formally written in a request or a contract, but also what result they need.

Behind every technical task there is a business objective.

It may be:

a launch deadline;

performance;

safety;

reduced downtime;

quality;

risk reduction;

the fulfilment of commitments to the end client.

The better SKRINEX understands the client's ultimate objective, the higher the quality of our solution.

8.3. The Client's Trust

Trust cannot be bought with marketing.

It is created by consistent behaviour.

The client must know that SKRINEX:

tells the truth;

does not conceal problems;

honours agreements;

does not disappear when difficulties arise;

maintains professionalism under pressure;

protects confidential information;

is able to answer for its own mistakes.

Trust is forged most strongly not when everything goes perfectly, but when a problem arises.

It is precisely in a difficult moment that the client sees the Company's true level.

8.4. The Client Must Not Run Our Internal Organisation

SKRINEX respects the client's requirements, but is obliged to retain its own managerial responsibility.

If the Company has accepted a defined scope of work, it is SKRINEX that must organise:

personnel;

shifts;

the internal allocation of tasks;

its own management structure;

internal control;

resources.

The client defines the expected result and the contractual requirements.

SKRINEX is responsible for the professional manner of their fulfilment, unless the contract expressly provides otherwise.

We must not voluntarily turn a contractor relationship into the chaotic external management of our people.

8.5. Clear Agreements

Good relations are no substitute for a clear contract.

SKRINEX must strive to fix in advance:

the scope of work;

the boundaries of responsibility;

the price;

the timelines;

the payment terms;

additional works;

the rules for changing the scope;

the requirements for personnel;

the quality requirements;

the responsibility of the parties.

The less uncertainty at the start of a project, the fewer conflicts arise later.

Oral agreements on material matters must be confirmed in writing.

8.6. Additional Works

SKRINEX is ready to be flexible and to help the client solve emerging tasks.

But additional works must remain additional works.

The Company must not systematically perform significant volumes free of charge merely to preserve good relations.

If a client asks for work beyond the agreed scope, it is necessary to define:

what exactly is changing;

who initiated the change;

what resources will be required;

how this affects the timeline;

how the additional work will be paid.

Flexibility must not turn into a loss of control over the project.

8.7. Problems Must Be Reported in Advance

A client must not learn of a serious problem at the last moment.

If SKRINEX sees a threat to:

the timeline;

the quality;

the budget;

safety;

personnel availability;

the delivery;

or performance,

we must raise the issue in a timely manner.

The earlier the client knows about a risk, the more opportunities exist for a joint solution.

Bad news today is almost always better than an unexpected failure tomorrow.

8.8. Come with a Solution

When a problem arises, SKRINEX must, wherever possible, communicate more than:

"We have a problem."

The right approach is:

"A problem has arisen. Here is the cause. Here are the consequences. Here are the possible solutions. Here is our recommended option."

This approach is what distinguishes a contractor from a professional partner.

8.9. A SKRINEX Error

If a problem arose through our fault, we must not attempt to conceal the obvious or automatically shift responsibility onto the client.

It is necessary to:

acknowledge the fact;

stop the further consequences;

determine the cause;

propose a solution;

correct the error;

draw conclusions.

This does not mean automatic agreement with any client claim.

SKRINEX must defend its interests where a claim is unfounded.

But the defence of interests must not turn into a denial of our own obvious errors.

8.10. A Client Error

Respect for the client does not mean the client is always right.

If a client's requirement is:

dangerous;

technically wrong;

contrary to legislation;

contrary to the contract;

creates an unreasonable risk;

or may lead to a defect,

SKRINEX is obliged to state its position.

Where necessary, such a warning must be documented in writing.

A professional partner does not remain silent upon seeing a wrong decision.

8.11. Safety above Commercial Pressure

A client may not require a SKRINEX employee to knowingly perform dangerous work.

If there is an immediate threat to life or health, the work must be stopped regardless of pressure over deadlines or performance.

SKRINEX is obliged to protect an employee who in good faith stopped dangerous work.

A short-term conflict with a client is better than a serious incident.

8.12. Respect without Subservience

We must treat the client with respect.

But SKRINEX must not build a culture of servile submission to the client.

Our employees are entitled to professional dignity.

The following are unacceptable:

insults;

humiliation;

discrimination;

unreasonable pressure;

demands to break the law;

deliberate violations of safety rules.

A SKRINEX manager is obliged to protect the team from unprofessional treatment by a client.

8.13. Conflict with a Client

Conflict must be resolved professionally.

The first step is to understand the facts.

The second is to separate emotions from the substance of the problem.

The third is to define the contractual and technical position.

The fourth is to attempt to find a practical solution.

Escalation should occur only when the matter cannot be resolved at the current level.

Even in a serious dispute, communication must remain correct.

Today's dispute need not destroy tomorrow's relationship.

8.14. Communication

The client must receive clear, timely, and professional information.

SKRINEX communication must be:

accurate;

brief where possible;

sufficiently detailed where necessary;

factual;

free of needless emotion;

free of promises that cannot be kept.

If a matter is important, the communication must be documented.

Professional correspondence is also part of the reputation of SKRINEX.

8.15. One Voice for SKRINEX

A client must not receive mutually contradictory positions from different representatives of our Company.

For material matters, it must be clear who is entitled to:

approve the price;

change the scope;

commit to timelines;

confirm technical decisions;

accept claims;

conduct commercial negotiations.

An employee must not give a client a promise on behalf of the Company without holding the relevant authority.

8.16. Confidentiality

In the course of its work, SKRINEX may gain access to:

drawings;

technologies;

prices;

production data;

contracts;

personal data;

the client's internal processes.

This information must be used exclusively for professional purposes and in accordance with contractual and legislative requirements.

Information entrusted by the client is not material for discussion outside the project or for publication on social media.

8.17. Client Information within the Group

The companies of SKRINEX Group may participate jointly in projects and exchange the necessary information within lawful and contractual grounds.

At the same time, access to information must be granted on a need-to-know basis.

Belonging to one Group does not mean that every employee automatically has the right of access to all client information.

8.18. Feedback

SKRINEX must actively seek feedback from clients.

It is important for us to understand:

what was done well;

what was inconvenient;

where problems arose;

what can be improved;

why the client is, or is not, ready to work with us again.

Negative feedback must not automatically be taken as an attack.

Sometimes it is the cheapest source of information about the Company's weak points.

8.19. The Repeat Client

One of the main indicators of the quality of our work is the client's readiness to work with SKRINEX again.

The sale of a second project is usually more important than the first sale.

A first contract can be won through price, marketing, or a recommendation.

A repeat contract comes about because the client already knows how we work.

Therefore, every project must be viewed from the standpoint of:

"Do we want this client to call us again?"

If the answer is yes, our actions today must create the grounds for it.

8.20. Not Every Client Is Our Client

SKRINEX is not obliged to work with everyone.

We may decline cooperation if a potential client:

systematically fails to meet financial commitments;

demands a violation of the law;

creates unacceptable HSE risks;

acts in bad faith;

attempts to involve the Company in unlawful schemes;

systematically breaches agreements;

creates a risk out of proportion to the potential benefit.

A bad client can cause the Company damage far exceeding the profit from their project.

The ability to say no is part of mature business.

8.21. Value above Price

SKRINEX must not strive to be the cheapest contractor on the market.

We must strive to be a company whose price is understood through the value it creates.

If we provide:

better management;

a higher level of safety;

fewer errors;

high performance;

better specialists;

technological advantage;

fewer risks for the client,

then this has economic value.

We must be able to explain this value to the client.

8.22. The Ultimate Principle of Client Relations

SKRINEX must strive for a situation in which the relationship with a client can be described in a single sentence:

The client knows that we defend our own interests, but at the same time knows that we can be relied upon.

We do not promise the impossible.

We do not conceal problems.

We do not shirk responsibility.

We do not allow ourselves to be used in bad faith.

We get the tasks done.

And it is precisely on this that the long-term value of the SKRINEX name must be built.

9. People of SKRINEX

9.1. People as the Foundation of the Group

SKRINEX Group is built around people.

Equipment, technologies, contracts, and capital matter, but without strong people they do not produce lasting results.

It is the employees who make decisions, perform the work, interact with clients, and safeguard the safety, quality, and reputation of the Company.

Therefore, the quality of people directly determines the quality of SKRINEX.

We strive to build a team in which the following are valued:

- professionalism;
- responsibility;
- reliability;
- respect;
- discipline;
- initiative;
- the ability to work in a team;
- the ability to learn;
- the readiness to grow together with the Company.

9.2. The Kind of Person We Want in SKRINEX

SKRINEX does not simply need a person who is capable of completing a single task.

We need a person who can be trusted.

Such a person:

understands their responsibility;

honours agreements;

does not conceal problems;

respects colleagues;

is able to work under pressure;

does not destroy the team;

takes reasonable initiative;

is able to admit a mistake;

wants to become professionally stronger.

We value people who do not require constant external oversight in order to do their work to a high standard.

9.3. Professionalism

Every SKRINEX employee must strive to be a professional in their role.

Professionalism means:

knowing one's work;

understanding the standards;

working safely;

adhering to the technical process;

maintaining quality;

using tools correctly;

understanding the consequences of one's own actions;

continuously improving one's qualifications.

A professional does not feign competence where there is none.

They are able to say:

"I am not sure; this needs to be checked."

It is precisely this position that reduces risk and strengthens the Company.

9.4. Responsibility for One's Own Work

Every employee is responsible, first and foremost, for the quality of their own work.

The formula:

"I was told so"

is not always a sufficient justification.

If a person sees an obvious risk, error, or contradiction, they must raise the issue.

SKRINEX must not cultivate passive executors who automatically carry out any instruction.

We want to see people who are able to think within the scope of their competence and understand the ultimate purpose of the work.

9.5. Respect within the Team

Within SKRINEX there must be no culture of humiliation.

Respect is mandatory regardless of position, nationality, language, experience, or income level.

A manager is obliged to respect a worker.

A worker is obliged to respect a manager.

An engineer is obliged to respect an installer.

An installer is obliged to respect an engineer.

Every role is important to the overall result.

A difference in responsibility does not mean a difference in human dignity.

9.6. A Strong Team Matters More than a Strong Individual

High individual performance is valuable.

But a person who destroys the team, creates conflicts, conceals information, or systematically hinders others cannot be considered a strong employee on the strength of technical skills alone.

SKRINEX must evaluate a person along two dimensions:

the results they create personally;
and how they affect the results of others.

A truly strong employee strengthens those around them.

9.7. Initiative

We value employees who are able to see a problem before it turns into a crisis.

Initiative means:

paying attention;

suggesting an improvement;

giving advance warning;

offering help;

taking on a task within one's authority.

A person must not stay silent merely because the problem does not formally fall within their job.

But initiative must be sensible and professional.

Unauthorised actions without an understanding of the consequences also create risk.

9.8. The Right to Ask Questions

At SKRINEX, a person must be able to ask questions.

If an employee does not understand a task, they must ask for clarification.

If an instruction contradicts safety requirements, they must report it.

If a decision appears technically wrong, the question must be raised.

It is better to ask an additional question before work begins than to correct the consequences after it is completed.

9.9. The Attitude to Mistakes

Mistakes are part of real work.

The Company must not build a culture of fear in which a person conceals a mistake only because they are afraid of punishment.

We distinguish between:

a good-faith mistake;
negligence;
and a deliberate violation.

A good-faith mistake must be analysed and used for learning.

Repeated negligence requires a management response.

A deliberate violation, especially one involving safety, fraud, or the concealment of information, is a serious violation of the principles of SKRINEX.

9.10. Employee Development

SKRINEX must give people the opportunity to grow.

Development can take several directions:

professional specialisation;

new qualifications;

a managerial career;

engineering development;

international experience;

work with technologies;

teaching others.

Not every strong specialist has to become a manager.

The Company must respect the expert's professional path just as it respects the managerial path.

9.11. Career Advancement

Position must be a consequence of readiness for responsibility.

Advancement must not occur on the basis of seniority, personal relationships, or formal status alone.

When promoting, it is necessary to take into account:

results;

competencies;

reliability;

attitude towards people;

the ability to make decisions;

the readiness to bear responsibility;

the ability to develop others.

The best worker does not automatically become the best manager.

Leading people requires a separate competency.

9.12. The SKRINEX Manager

A manager within SKRINEX holds greater power but, at the same time, bears greater responsibility.

Their task is not only to give orders.

They must:

set clear tasks;

provide resources;

make decisions;

remove obstacles;

monitor the result;

protect the team;

maintain discipline;

develop people;

bear responsibility for the work of their unit.

A manager has no right to shift every failure onto subordinates.

If a team systematically fails to perform, that is also a question of the quality of management.

9.13. The Manager as an Example

A manager's behaviour shapes the actual culture more powerfully than any document.

If a manager demands punctuality but is constantly late themselves, the rule ceases to work.

If they speak about safety but personally ignore the requirements, the system loses trust.

If they demand honesty but conceal problems, people will do the same.

Therefore, a manager must, first of all, demand of themselves what they demand of the team.

9.14. Demanding High Standards

SKRINEX must not be afraid of being highly demanding.

High standards are necessary.

But demands must be:

clear;

fair;

consistent;

and oriented towards results.

It is unacceptable to demand results without providing the necessary resources or explaining the task.

It is unacceptable to keep changing the requirements and then blame the employee for failing to meet them.

9.15. Underperformance

The Company is obliged to help an employee improve their results if it sees potential for development.

But SKRINEX must not indefinitely maintain a situation in which a person systematically fails to perform their function.

If, after:

an explanation of the requirements;

training;

support;

feedback;

and a reasonable time to improve

the results do not change, a decision must be taken.

Retaining a systematically underperforming employee is unfair to those who do their work well.

9.16. Strong Employees

Strong employees must be recognised, developed, and retained.

The Company must understand who actually creates the results.

High contribution must receive recognition.

This can be expressed through:

trust;

new authority;

career advancement;

financial rewards;

training;

participation in more complex projects.

A strong person must see a future within SKRINEX.

9.17. Reward

Rewards should strive to reflect the value a person creates for the Company.

We understand that not every result can be measured by a single figure.

But the system of pay and recognition must be as transparent and understandable as possible.

A difference in rewards is acceptable if there is an objective difference in:

qualifications;

responsibility;

results;

the scarcity of the competency;

the complexity of the function.

An unclear or subjective system destroys trust.

9.18. Training

Training is an investment, not a formal obligation.

SKRINEX must develop practical training connected with real work.

Of particular importance are:

professional training;

HSE;

technical standards;

management;

languages;

digital skills;

artificial intelligence;

and new technologies.

At the same time, training only makes sense when knowledge is put into practice.

9.19. Knowledge Transfer

An experienced employee must help develop the less experienced.

Knowledge must not be used as a tool for preserving one's personal indispensability.

A person who is able to build a strong team around themselves is worth more than a person who deliberately ensures that nothing works without them.

SKRINEX must reduce its dependence on individual indispensable people through the transfer of knowledge and the creation of systems.

9.20. An International Team

SKRINEX is developing as an international Group.

People of different nationalities, languages, and cultures may work in our teams.

This must be regarded as an advantage if the team is united by common rules.

We do not expect uniformity.

We expect compliance with the same professional standards.

The culture of SKRINEX must stand above national differences within the working environment.

9.21. Communication between People

Problems between employees must be resolved directly and professionally.

We do not support a culture of:

rumours;

intrigue;

hidden conflicts;

public humiliation;

or manipulation of information.

If a work problem exists, the first step must be to attempt to resolve it with the person it concerns.

If this is not possible, escalate through the management structure.

9.22. Trust and Control

SKRINEX must strive for a high level of trust.

But trust does not abolish control.

A good management system is designed so that a strong employee is not hindered in their work, while the Company still understands the real state of affairs.

Control must help detect deviations, not create bureaucracy for bureaucracy's sake.

9.23. Personal Reputation

Every person within SKRINEX builds their own professional reputation.

It is created not by position but by behaviour.

People remember:

whether a person keeps promises;

whether they can be trusted;

whether they help the team;

how they behave under pressure;

whether they admit mistakes;

and what quality of work they leave behind.

A strong personal reputation within the Company is important capital.

9.24. Unacceptable Behaviour

At SKRINEX, the following are unacceptable:

deliberate violations of safety requirements;

fraud;

theft;

corruption;

falsification of documents;

violence;

threats;

systematic humiliation of people;

discrimination;

deliberate concealment of critical information;

working in a state that creates a safety hazard;

or intentional damage to the Company or a client.

Such actions may lead to immediate termination of cooperation in accordance with applicable legislation.

9.25. The Company and the Person

SKRINEX expects loyalty but does not demand the sacrifice of personal life or self-respect.

We want to build an organisation in which high results are not founded on the constant burnout of people.

Sometimes a demanding project requires a high intensity of work.

But an emergency regime must not become the permanent system of management.

Sustainable results are created by people who are able to work effectively over the long term.

9.26. The Main Principle

We want a person to become stronger through working at SKRINEX.

And we want SKRINEX to become stronger through that person.

This is a mutual process.

The Company gives the person opportunities, resources, and an environment for development.

The person gives the Company their knowledge, energy, professionalism, and responsibility.

When both sides honour this part of the agreement, a strong team emerges.

SKRINEX is, above all, people to whom complex work and responsibility for results can be entrusted.

10. Culture of Accountability

10.1. Everyone Is Responsible for the Results of Their Zone

At SKRINEX, responsibility must be personalised.

Every employee and manager must understand:

what they are responsible for;

what results are expected of them;

which decisions they may take;

and which matters they are obliged to escalate.

Responsibility must not be dissolved among several people or departments.

If a task has been assigned to a specific person, they are obliged to see it through to the result, or to hand it over in good time to someone who can genuinely resolve the matter.

The phrase:

"I passed it on"

does not in itself mean that the task has been completed.

10.2. Responsibility Begins with Facts

Any difficult situation must begin not with a search for someone to blame, but with establishing the facts.

We need to understand:

what happened;

when;

why;

what consequences have already occurred;

which consequences can still be prevented;

and what actions are needed now.

Emotions must not replace analysis.

This is especially important in emergency, conflict, financial, and production situations.

10.3. A Problem Must Be Voiced

A problem that is known about but kept silent becomes the Company's problem.

An employee is obliged to report a material risk if it may affect:

safety;

quality;

the timeline;

the cost;

the reputation;

contractual commitments;

or the lawfulness of actions.

Silence is not neutral behaviour.

If a person deliberately conceals an important problem, they assume part of the responsibility for its consequences.

10.4. A Mistake Must Not Be Concealed

A mistake made in good faith can be corrected.

A concealed mistake often turns into a crisis.

Therefore, the following principle applies at SKRINEX:

a mistake must become known at the moment when it can still be corrected with minimal consequences.

A person must not be afraid to report their own mistake.

But they are obliged to:

acknowledge it;

describe the consequences;

stop the further damage;

propose a corrective action;

and draw conclusions.

10.5. Responsibility Does Not Mean Assigning Blame

A culture of accountability must not turn into a culture of fear.

Our goal is not to find a person onto whom the problem can be shifted.

Our goal is to understand why the system allowed the problem and how to prevent its recurrence.

Sometimes the cause is a single action by a person.

Sometimes it is a poor instruction.

Sometimes it is the absence of control.

Sometimes it is a shortage of resources.

Sometimes it is a wrong decision by a manager.

A well-run organisation must be able to distinguish between these causes.

10.6. Every Decision Must Have an Owner

Every material task must have a person responsible for it.

If after a meeting it is unclear who takes the next step, then no decision has been made.

For every task, it must be clear:

who is responsible;

what exactly must be done;

by what deadline;

and what the result must be.

Responsibility must be specific, not collectively diffused.

10.7. Initiative Is Welcomed

SKRINEX must encourage people who do not walk past a problem.

If an employee sees:

a risk;

a mistake;

a loss of time;

an ineffective process;

or an opportunity for improvement,

they must have the right to raise the issue.

Initiative is especially valuable when a person not only reports a problem but also proposes a practical solution.

10.8. Do Not Wait for Perfect Information

In real work, it is not always possible to obtain one hundred percent of the information before making a decision.

Therefore, a manager must be able to work with uncertainty.

If a decision cannot be postponed, it is necessary to:

gather the available facts;

assess the risks;

determine the acceptable level of uncertainty;

make the decision;

monitor the consequences;

and, where necessary, adjust course.

Endless waiting for complete information is often a hidden form of evading responsibility.

10.9. Escalation Is a Tool, Not a Weakness

If a person cannot resolve a matter within their authority, they are obliged to escalate it in a timely manner.

Escalation is necessary if:

additional resources are needed;

a legal risk arises;

there is a threat to safety;

the problem affects the client;

a budget change is required;

or a higher-level decision is required.

An attempt to conceal a serious matter merely to "avoid troubling management" can cause the Company greater damage.

10.10. Do Not Shift Responsibility

At SKRINEX there must be no culture in which every problem is automatically explained by the actions of another department, a client, a supplier, or a subordinate.

Even if the source of the problem lies outside your zone, you must ask the question:

what can I do within my zone to reduce the consequences?

This does not mean accepting someone else's blame.

It means retaining control over what is genuinely within our power.

10.11. The Manager's Responsibility

A manager is responsible not only for their own personal actions.

They are responsible for the organisation of the team's work.

If a subordinate does not know the task, that is a management issue.

If a team systematically misses deadlines, that is a management issue.

If problems are concealed from a manager, it is necessary to examine what culture they have created.

If people are afraid to deliver bad news, the system is already damaged.

A manager must create an environment in which information travels upward quickly and decisions are made in a timely manner.

10.12. The Employee's Responsibility

An employee must not expect a manager to monitor their every step.

Within the scope of their competence, they are obliged to:

understand the task;

monitor quality;

meet deadlines;

report obstacles;

ask questions;

use resources with care;

and not create unreasonable risk.

Independence is part of professionalism.

10.13. A Decision Once Made Must Be Executed

Once a decision has been made, the team must move to execution.

Discussion must not continue indefinitely.

An employee has the right to voice disagreement before the decision is made.

But once the authorised manager has made the decision, it must be carried out, provided it does not violate the law, safety requirements, or the fundamental principles of SKRINEX.

10.14. Responsibility for Inaction

Sometimes damage is caused not by a wrong action but by the absence of action.

If a person saw an obvious problem and had the opportunity to influence the situation but deliberately did nothing, this must also be assessed as a managerial factor.

This applies especially to:

dangerous situations;

serious defects;

violations of the law;

financial abuses;

and critical risks.

10.15. Feedback

Responsibility is impossible without feedback.

A manager is obliged to tell an employee:

what has been done well;

what has been done poorly;

what needs to change;

and what results are expected next.

Feedback must be specific and timely.

It is unacceptable to remain silent about a problem for months and then suddenly accuse a person of systematically poor work.

10.16. The Post-Event Review

After a serious mistake, incident, or troubled project, SKRINEX must conduct a review.

The purpose of the review:

not blame;

but learning.

It is necessary to determine:

what happened;

why;

which signals were missed;

what can be changed in the process;

and which actions must be enshrined as the new standard.

If the Company repeats the same mistake several times, the problem is no longer any individual person.

The problem is in the system.

10.17. A Completed Task Is a Confirmed Result

A task is not considered completed merely because a person believes they have done everything.

The result must be clear and, where necessary, confirmed.

This may be:

accepted work;

a signed document;

a completed installation;

a sent report;

the client's confirmation;

a closed matter.

Responsibility ends not with action but with the result.

10.18. Freedom of Action and Responsibility

SKRINEX must give strong employees space for independent decisions.

But freedom is always bound to responsibility.

The more authority a person receives, the higher the requirements for:

the quality of decisions;

transparency;

risk control;

financial discipline;

and results.

Authority without responsibility creates chaos.

Responsibility without authority creates powerlessness.

The two must be balanced.

10.19. Responsibility for Resources

Every employee who manages SKRINEX's resources is responsible for their prudent use.

Resources include:

money;

time;

people;

equipment;

transport;

materials;

information;

reputation;

and relationships with clients.

The loss of a strong team's time can be no less costly than a direct financial expense.

10.20. Responsibility for Reputation

Every employee represents SKRINEX.

Even a small action on site can affect the perception of the entire Company.

Therefore, responsibility includes:

behaviour;

the quality of communication;

the attitude towards the client;

appearance;

orderliness;

professionalism;

and the keeping of promises.

Reputation is built collectively, but it can be damaged by one person.

10.21. Do Not Excuse Poor Results with Good Intentions

In business, intentions matter, but it is the results that are evaluated.

The phrases:

"I meant well";
"I thought we would make it in time";
"I hoped the problem would resolve itself"

cannot replace management.

If a risk appears, it is necessary to act before hope ceases to be realistic.

10.22. Responsibility for Learning

If the Company has made a mistake and changed nothing, it has, in effect, consented to its repetition.

Therefore, responsibility includes the duty to learn.

After an important experience, it is necessary to ask:

what we have learned;

what needs to change;

what needs to be passed on to others;

what rule needs to be introduced;

and what technology can be applied.

In this way, an individual experience becomes the strength of the entire Group.

10.23. The "Make It Work" Culture

SKRINEX must develop pragmatic thinking.

This does not mean breaking the rules or circumventing requirements.

It means not stopping at the description of an obstacle.

If the first option does not work, a second must be sought.

If the task cannot be accomplished in the original way, it is necessary to identify a lawful, safe, and technically correct alternative path.

The task of a professional is not only to see the limitation but also to find a workable solution.

10.24. The Core Principle of the Culture of Accountability

The SKRINEX culture of accountability can be expressed in a simple formula:

If you see it — report it.
If you take it on — see it through.
If you make a mistake — admit it and correct it.
If you cannot solve it — escalate it.

If you make the decision — own it.
If you gain the experience — pass it on to others.

We want to build an organisation in which people do not look for reasons why a task cannot be completed.

They look for a professional way to bring it to a result.

11. Safety

11.1. Human Life and Health

Human life and health are the unconditional priority of SKRINEX Group.

No deadline, production indicator, financial result, or client requirement can justify a deliberate risk to life and health.

We recognize that industrial activity is inherently associated with risk.

Our task is not to ignore this risk, but to systematically identify, reduce, and control it.

Safety must be part of every operational decision.

11.2. Safety as Part of Operations

SKRINEX does not regard HSE as a separate administrative function existing in parallel with operations.

Safety must be embedded directly into the work process.

Every stage of work must address not only the question:

"How do we complete the task?"

but also the question:

"How do we complete it safely?"

A properly organized operation must reduce risk from the outset, rather than merely reacting to violations after they occur.

11.3. Personal Responsibility for Safety

Safety is everyone's responsibility.

Not only the HSE department's.

Not only a manager's.

Not only the client's.

Every employee must:

comply with established requirements;

use the required personal protective equipment;

assess obvious risks before starting work;

report identified hazards;

refrain from performing work for which they lack the necessary qualification or authorization;

warn colleagues upon observing an unsafe act.

No one should assume that a safety concern does not affect them merely because the hazard is located in another work zone.

11.4. Stop Work Authority

Every SKRINEX employee has the right and the duty to stop work if they believe there is an immediate and substantial threat to life, health, the environment, or serious damage to property.

Stopping hazardous work does not require a special position.

The Stop Work Authority extends to all employees regardless of their position.

A person who in good faith stops potentially hazardous work must not be subjected to punishment or pressure for the mere act of stopping it.

After a stop, it is necessary to:

identify the cause;

assess the risk;

take corrective measures;

confirm safety;

only then resume work.

11.5. The Right to Refuse Hazardous Work

An employee is not obliged to perform a task if they see an immediate hazard that cannot be eliminated under the existing conditions.

At the same time, the refusal must be based on a real risk and must not be used as a way to evade work.

In case of doubt, the employee must consult their manager or an HSE specialist.

A manager has no right to deliberately force a person to perform work with an unacceptable level of risk.

11.6. Prevention Is More Important Than Investigation

A traditional safety system often becomes active only after an incident.

SKRINEX seeks to go further.

The main task is not to investigate an event well, but, wherever possible, to prevent it from occurring.

Therefore, we give priority to:

early identification of risk;

analysis of potential hazards;

Near Miss reporting;

preventive actions;

safety observations;

training;

technological warning systems.

A strong safety system is judged not by the number of reports written, but by the number of events prevented.

11.7. Near Miss

A potentially hazardous event that resulted in no injury or damage only by chance must be treated as an important source of information.

A Near Miss is a warning.

SKRINEX must foster a culture in which such events are:

not concealed;

recorded;

analyzed;

used to improve the system.

An employee who reports a Near Miss helps prevent a more serious event in the future.

11.8. Open Reporting of Hazards

People must be able to report risks without fear of unjustified punishment.

If the system creates conditions in which employees conceal hazards, the statistics may look good, but the actual risk will grow.

SKRINEX must seek to know the truth about the actual state of safety.

It is better to see a problem today than to investigate an incident tomorrow.

11.9. Zero Tolerance for Deliberate Risk

An open culture does not mean tolerance for deliberate violations.

It is necessary to distinguish between:

a good-faith error;

a lack of knowledge;

negligence;

deliberate disregard of safety requirements.

A deliberate violation of critical rules, especially one that endangers other people, is a serious breach of SKRINEX principles.

11.10. The Manager and Safety

A manager bears heightened responsibility for the safety of their team.

They must:

plan the safe execution of work;

provide the necessary resources;

verify personnel qualifications;

refrain from creating pressure that provokes unsafe behavior;

respond to employee reports;

set a personal example.

If a manager demands safe behavior while ignoring the rules themselves, the system ceases to function.

11.11. Planning Before Work Begins

Safety begins before a person arrives at the workplace.

Before beginning a complex or potentially hazardous task, it is necessary to understand:

what we are doing;

who is performing it;

what hazards exist;

what control measures are applied;

what permits are required;

what PPE is needed;

what to do if conditions change.

The more complex the task, the higher the requirements for advance planning.

11.12. Changes in Conditions

An authorization to perform work is valid only for the conditions under which it was issued.

If the situation has changed, the risk must be reassessed.

A change in conditions may be:

new machinery;

a different work zone;

a change in the weather;

the absence of protective equipment;

the arrival of another contractor;

a change in the sequence of work;

a new source of energy;

a deviation from the agreed method.

Familiarity with a task must not substitute for an assessment of the actual situation.

11.13. Competence

No one must perform specialized work without the necessary knowledge, qualification, or authorization.

The company must verify competence wherever safety depends on it.

A qualification document is important.

However, holding a document does not in itself always confirm the actual ability to perform work safely.

Therefore, where necessary, the following must be used:

practical assessments;

induction training;

observation;

verification of experience;

refresher training.

11.14. Personal Protective Equipment

PPE is a mandatory element of protection wherever risk cannot be fully eliminated by other methods.

However, PPE must not be regarded as a universal answer to every hazard.

Priority must follow the hierarchy of controls:

eliminate the hazard;

substitute the hazardous process;

apply engineering measures;

organize a safe process;

use PPE.

A hard hat does not fix poor work organization.

A safety harness does not make unsafe access acceptable.

11.15. Collective Safety

Safety does not end with individual behavior.

A worker must see not only their own risk, but also the risk to others.

If one person's actions may endanger others, the team must have mechanisms for mutual warning.

SKRINEX seeks to develop the principle:

"I am responsible for myself, and I do not walk past a risk to another person."

11.16. Contractor Safety

When SKRINEX engages subcontractors or temporary resources, safety requirements must not be lowered.

All project participants must understand:

site rules;

areas of responsibility;

procedures;

the right to stop work;

incident reporting rules.

Using an external contractor does not release SKRINEX from the duty to control safety within its area of responsibility.

11.17. Training and Reinforcement

A one-time briefing does not guarantee safe behavior.

Knowledge must be regularly reinforced.

SKRINEX must develop:

short training modules;

repetition of key rules;

review of real cases;

practical drills;

visual instructions;

digital reinforcement systems.

The purpose of training is not an employee's signature in a logbook.

The purpose is for the person to understand the risk and know how to act correctly.

11.18. Digital HSE Culture

SKRINEX must use technology to strengthen safety.

Such tools may include:

digital work permits;

electronic checklists;

qualification control;

Digital Worker Passport;

computer vision;

AI recognition of unsafe acts;

wearable devices;

digital PPE verification;

geolocation and evacuation systems;

HSE analytics.

Technology must help a person make the right decision faster.

11.19. Warning-Driven Safety

The strategic goal of SKRINEX is to develop a model in which the system is able to warn a person before an unsafe act is committed.

For example:

a person approaches a zone for which they have no authorization;

work begins without the required PPE;

an employee approaches the hazardous zone of a machine;

fall protection is missing during work at height;

there is a risk of a falling object;

a person attempts to perform work for which no permit exists.

If technology is able to see the risk before a person does, it must be used for warning, not only for subsequent monitoring.

11.20. Collective Vision

One of the promising safety principles of SKRINEX is collective situational awareness.

People working side by side can see one another's hazards.

A digital system can amplify this interaction.

If one team member sees a risk, that information may be useful to others.

In the future, safety must evolve from individual monitoring to a collective intelligent warning system.

11.21. Safety and Artificial Intelligence

Artificial intelligence does not replace human professional judgment.

It must amplify it.

AI can help:

recognize PPE;

identify hazardous zones;

analyze behavior;

detect recurring risks;

warn about violations;

suggest the necessary actions;

retain information for further training of the system.

The decision must remain transparent, controllable, and oriented toward human safety.

11.22. No Safety for the Sake of Statistics

SKRINEX must not manufacture artificially flattering HSE statistics.

If an event has occurred, it must be recorded in accordance with the applicable requirements.

If a problem exists, it must be seen.

Concealing incidents for the sake of KPIs destroys the safety system and trust.

We must measure not how good the numbers look, but how much safer the work actually becomes.

11.23. Incident Investigation

The purpose of an investigation is to understand the cause and prevent recurrence.

It is necessary to look not only for the immediate human error, but also for systemic factors:

training;

planning;

control;

equipment;

conditions;

communication;

deadline pressure;

management decisions.

The phrase "the worker violated a rule" is rarely a sufficient final conclusion.

It is necessary to understand why the violation became possible.

11.24. Leadership Safety Walks

Managers must personally see the actual condition of workplaces.

Safety cannot be managed from the office alone.

A Leadership Safety Walk must be used not as a formal inspection, but as a way to:

see the actual conditions;

talk with workers;

notice systemic problems;

confirm sound practices;

understand where the rules do not match reality.

11.25. Safety and Productivity

Properly organized safety must not be an adversary of productivity.

Poor safety leads to:

stoppages;

injuries;

equipment damage;

investigations;

rework;

loss of client trust.

Therefore, a good HSE system is part of operational efficiency.

Safe work must simultaneously be the right way of performing the work.

11.26. The Right of Every Person to Be Heard

If a worker says:

"I consider this dangerous"

their opinion must be considered.

Even if it is ultimately established that the risk is acceptable, the person must receive an explanation.

Ignoring safety concerns destroys trust and silences people in the future.

11.27. Continual Improvement

Safety is never considered a completed project.

Every new site, incident, Near Miss, technology, and change in legislation must be used to improve the system.

We must regularly ask:

what has become safer;

what new risk has emerged;

which measures no longer work;

where technology can be applied;

what must be changed.

11.28. The Ultimate Principle of SKRINEX Safety

The safety philosophy of SKRINEX can be formulated as follows:

Do not wait for an incident to see the hazard.
Do not stay silent when you see a risk.
Do not continue work once it has become dangerous.
Do not look for someone to blame instead of the cause.
Use experience and technology so that the event never happens.

Our goal is not merely to comply with HSE requirements.

Our goal is to make safety a natural part of every operational action of SKRINEX.

12. Quality

12.1. Quality as a Commitment

Quality is one of the fundamental commitments of SKRINEX Group.

We regard quality not as a separate function of a control department, but as the outcome of the company's entire operating system.

Quality begins with a correctly understood task.

It continues with proper planning.

It is sustained by professional execution.

It is verified by control.

And it ends only when the result has been accepted and meets the requirements.

Every employee affects the quality of SKRINEX, regardless of position.

12.2. Right First Time

SKRINEX must strive to perform work right the first time.

Rework is a loss of:

time;

money;

productivity;

client trust;

team motivation.

Therefore, preventing an error is always preferable to correcting it afterwards.

The principle of "do it first and sort it out later" is unacceptable where the error could have been prevented by proper planning and control.

12.3. Understanding Requirements

Quality cannot be ensured if the requirements are not understood.

Before starting work, it is necessary to clearly understand:

what is to be done;

to which drawings;

to which specifications;

which tolerances apply;

which standards are in force;

which client requirements are mandatory;

which acceptance criteria are used.

If the requirements are contradictory or incomplete, the issue must be raised before work begins.

Ambiguity cannot be compensated for with guesswork.

12.4. The Performer's Responsibility

The first level of quality control is the performer.

A person must check their own work before the next level of control or the client sees it.

An employee must not consider work finished merely because the physical action has been performed.

They must make certain that the result meets the requirements.

Professional culture begins with self-checking.

12.5. Quality Control

Control must be built into the process.

The later an error is detected, the more expensive its correction.

Therefore, critical stages must be checked before an error becomes hidden or gives rise to additional work.

Where necessary, the following must be used:

visual inspection;

measurements;

checklists;

photographic records;

testing;

signatures of responsible persons;

control points;

acceptance of intermediate stages.

Control must not exist only on paper.

It must genuinely confirm quality.

12.6. Documented Quality

In an industrial environment, work performed with quality must be verifiable.

Technical documentation is part of the final result.

SKRINEX must strive to ensure that:

acceptance certificates;

protocols;

reports;

drawings;

as-built documentation;

photographic materials;

certificates;

measurements

are complete, accurate, and prepared in a timely manner.

Work without the necessary documentary evidence may in fact be of good quality, yet remain commercially or legally incomplete.

12.7. Nonconformity

If a nonconformity is detected, it must not be concealed.

It is necessary to determine:

what does not meet the requirement;

what scope is affected;

whether work may continue;

what corrective action is required;

who is responsible for the rectification;

how the resolution will be verified.

Systematic concealment of defects is incompatible with the culture of SKRINEX.

12.8. The Cause, Not Only the Fix

Rectifying a defect is not enough.

If a problem is significant or recurring, its cause must be understood.

The cause may be:

an incorrect drawing;

a wrong instruction;

insufficient qualification;

poor communication;

missing tools;

deadline pressure;

a planning error;

insufficient control.

If only the consequence is eliminated, the error will return.

12.9. Recurring Defects

A recurring error means the system is not learning.

If the same defect arises again, the process must be reviewed.

This may require:

changing the instruction;

additional training;

a new control step;

a change in the allocation of responsibility;

replacing the tool;

a change in the sequence of work.

SKRINEX must strive to reduce not only the number of defects, but also the likelihood of their recurrence.

12.10. Supplier and Subcontractor Quality

The quality of an external performer affects the quality of SKRINEX.

Therefore, suppliers and subcontractors must meet the established requirements.

Quality cannot be fully outsourced along with the scope of work.

If SKRINEX is answerable to the client for the final result, we are obliged to control the critical elements of external performers' work.

12.11. Material Quality

Even a strong team cannot deliver a good result when unsuitable materials are used.

Materials must conform to:

technical requirements;

certificates;

specifications;

storage conditions;

shelf life;

operating conditions.

Economy on materials that creates a risk of defects is not sound economy.

12.12. Tools and Equipment

Quality depends on the means by which the work is performed.

Tools must be:

in good working order;

suitable;

calibrated where necessary;

safe;

appropriate to the task.

Attempting specialized work with unsuitable tools increases the risk of defects and incidents.

12.13. Communication Quality

Many technical errors begin with the incorrect transmission of information.

Therefore, communication quality is part of the quality system.

Information must be:

unambiguous;

current;

understandable;

available to those who need it.

Verbal changes to critical requirements must be confirmed in writing.

A quality result cannot be expected from a team when different people work from different versions of the information.

12.14. Change Management

A change in scope, drawing, material, technology, or sequence of work must be controlled.

It is necessary to understand:

who initiated the change;

who approved it;

on which document it is based;

how it affects quality;

schedule;

cost;

safety.

Uncontrolled changes are one of the main sources of defects and commercial disputes.

12.15. Quality and Deadlines

A deadline matters, but it must not be achieved through a deliberate reduction of quality.

If an established deadline is objectively incompatible with the required level of quality, the issue must be escalated.

Sometimes resources must be increased.

Sometimes the sequence must be changed.

Sometimes the deadline must be revised.

But deliberately handing a defective result to the client merely to meet a date on paper is unacceptable.

12.16. Quality and Cost

The cheapest solution is not always the most advantageous.

Poor-quality work creates additional costs:

rework;

downtime;

new materials;

additional hours;

penalties;

claims;

loss of trust.

Therefore, SKRINEX must assess the cost of quality over the entire life cycle of a solution, not only by its initial price.

12.17. Acceptance of Work

Before handing the result to the client, SKRINEX must seek to carry out its own internal check.

The client must not become our primary quality inspector.

The more defects the client discovers on our behalf, the weaker our system appears.

Our goal is to hand over work that we ourselves are prepared to professionally defend.

12.18. Workplace Quality

Quality manifests itself not only in the final product.

The workplace also reflects the level of organization.

Order helps to:

reduce risk;

cut wasted time;

reduce damage;

increase productivity;

improve the client's impression.

A chaotic workplace is often the first sign of a chaotic process.

12.19. Quality of Management

Even strong specialists cannot permanently compensate for poor management.

The quality of a project depends on:

planning;

coordination;

supplies;

timely decisions;

allocation of tasks;

control;

communication.

Therefore, quality is the responsibility not only of workers and engineers, but also of management.

12.20. Quality as Reputation

The client may not see all of our internal processes.

But they see the result.

Every completed job becomes part of the reputation of SKRINEX.

Poor quality on one project can affect the ability to win the next one.

Good quality creates trust, repeat orders, and a stronger negotiating position.

Therefore, quality has direct economic value.

12.21. Continual Improvement

SKRINEX must strive to improve quality after every project.

It is necessary to draw on:

experience;

complaints;

internal findings;

client feedback;

control data;

recurring defects.

The goal is to make the next project better than the previous one.

12.22. Technology and Quality

Modern technologies must be used wherever they can raise quality.

This may include:

digital checklists;

photographic records;

3D models;

digital drawings;

automated measurements;

artificial intelligence;

control of the sequence of operations;

digital work passports.

Technology must not complicate the process; it must reduce the likelihood of human error and increase transparency.

12.23. Quality as a Habit

True quality emerges when the right way of working becomes a habit.

No separate instruction should be required to:

check one's own work;

tidy the workplace;

document the result;

check against the drawing;

report a deviation.

This must be a natural part of professional behavior at SKRINEX.

12.24. The Core Principle of Quality

The quality philosophy of SKRINEX can be expressed as follows:

Understand the requirements.
Prepare.
Do it right the first time.
Check your own work.
Verify the result.
Fix the cause of the error, not only its consequence.
Hand the client something we are proud of.

For SKRINEX, quality is not a separate stage after production.

Quality is the way in which all work must be performed, from the first decision to final acceptance.

13. Delivery Discipline

13.1. Discipline as the Foundation of Results

Even a strong strategy means nothing without the ability to execute decisions consistently.

SKRINEX must be an organization that knows not only how to set goals, but how to carry them through to results.

Delivery discipline means:

- clear tasks;
- designated owners;
- realistic deadlines;
- monitoring of progress;
- timely reaction to deviations;
- confirmation of the completed result.

A task without an owner is a wish.

A task without a deadline is an intention.

A task without control is a risk.

13.2. A Deadline Is a Commitment

If a deadline has been agreed, it must be taken seriously.

A deadline may be:

contractual;

operational;

internal;

financial;

technical.

Missing a deadline affects more than a single task.

It can affect the work of other people, the client, subsequent stages of the project, and the financial result.

Therefore, every employee must give advance notice if they see a real threat to a deadline.

Reporting after the deadline has already been missed is not schedule management.

13.3. Realistic Planning

SKRINEX must not build plans that are impossible to fulfill from the outset.

An ambitious deadline is acceptable.

A fantastic deadline destroys trust.

When planning, it is necessary to take into account:

the scope of work;

the number of people;

qualifications;

material availability;

equipment;

work zones;

interaction with other contractors;

permits;

logistics;

risks;

contingencies.

A good plan is not the prettiest chart.

It is a schedule by which work can actually be done.

13.4. Breaking Down a Large Task

A large task must be broken down into manageable stages.

One must not wait for the final deadline to understand the actual state of a project for the first time.

Significant work must have intermediate checkpoints.

This makes it possible to see earlier:

a lag;

a shortage of resources;

a decline in productivity;

a wrong sequence;

a problem with materials;

the need to change the plan.

The earlier a deviation is visible, the cheaper it is to correct.

13.5. The Owner of a Task

Every significant task must have a single, clearly identifiable owner.

Many people may take part in the work.

But it must be clear who is responsible for coordinating the result.

The owner must:

understand the task;

monitor execution;

see the risks;

coordinate the participants;

escalate obstacles;

confirm completion.

Collective work must not mean collective absence of responsibility.

13.6. Productivity

SKRINEX must understand the actual productivity of its teams.

It is not enough to know how many people are on site or how many hours they have worked.

It is necessary to understand:

what has been produced;

what scope has been completed;

what the productivity per man-hour is;

why losses arise;

where the constraints are;

what must be changed.

Working time has a cost.

Therefore, productivity is an important management indicator.

13.7. Hours Alone Are Not a Result

A large number of hours worked does not necessarily mean a good result.

SKRINEX must not foster a culture in which effectiveness is measured only by time spent on site.

It is necessary to distinguish:

busyness;

from actual productivity.

Work must be judged by its result, taking quality and safety into account.

13.8. The Start of the Working Day

Productivity begins with organization.

If a shift starts at 07:00, that must not mean that at 07:00 employees are only beginning to look for tools, materials, and drawings and to clarify tasks.

Everything that can be prepared in advance must be prepared before operational work begins.

The losses of the first thirty minutes of a large team, repeated daily, can turn into significant financial damage over the course of a project.

13.9. Preparation of the Work Front

A worker must be able to work.

If a person is standing idle because of:

missing material;

missing tools;

an unprepared workplace;

a missing decision;

a missing permit;

an unclear task,

this is, first of all, a problem of organization.

SKRINEX must strive to prepare the work front in advance.

Good management allows a qualified employee to spend the maximum amount of time creating results.

13.10. Progress Monitoring

A manager must know the actual state of their area of responsibility.

Not on the basis of a feeling.

On the basis of data and observations.

Monitoring may include:

completed scope;

remaining scope;

hours spent;

actual productivity;

deviation from the schedule;

open problems;

the decisions required.

The larger the project, the more systematic the monitoring must be.

13.11. Plan Versus Actual

SKRINEX must compare the plan with the actual result.

If a certain scope was planned, it is necessary to understand what has actually been completed and why a deviation arose.

A deviation in itself is not always a problem.

The problem is a deviation that no one sees or analyzes.

We must regularly understand:

where we planned to be;
where we are;
why the difference arose;
what must be changed.

13.12. A Problem Must Have a Resolution Deadline

An open problem must not exist indefinitely.

Once an issue is identified, it is necessary to define:

the owner;

the next action;

the deadline;

the closure criterion.

A list of problems without deadlines and owners turns into an archive of problems, not a management tool.

13.13. Priorities

Not all tasks are equally important.

A manager must be able to set priorities.

Priority attention goes to matters affecting:

safety;

the critical path;

the client;

team stoppage;

quality;

significant financial risk;

legal commitments.

If everything is a priority, then there are no priorities.

13.14. The Critical Path

On complex projects, it is necessary to understand which actions actually determine the final deadline.

Resources must first of all protect the project's critical path.

Secondary work must not be allowed to look successful while a key area continues to lag behind.

Management must concentrate on what determines the final result.

13.15. Speed of Response

A problem rarely becomes critical instantaneously.

Usually there are early signals.

SKRINEX must shorten the time between:

detecting a problem;

making a decision;

the start of corrective action.

Speed of response is one of the key markers of a strong organization.

13.16. Meetings Must Lead to Action

A meeting is a management tool, not a work outcome.

Whenever possible, every working meeting should end with a clear understanding of:

what has been decided;

who is doing it;

by what deadline;

which issues remain open.

A meeting after which no one understands the next steps has failed its function.

13.17. Short and Precise Communication

In operational work, information must be conveyed quickly and clearly.

A message must allow a person to understand:

what has happened;

what is required;

when it is required;

what result is expected.

Necessary detail matters.

But excessive information must not obscure the main point.

13.18. Changing a Decision

Decisions may change if new data has emerged.

Changing a decision is not a weakness.

The weakness is continuing an obviously wrong decision merely because it has already been made.

However, every change must be controlled.

It is necessary to understand:

why the decision changed;

who changed it;

how it affects deadlines;

cost;

resources;

safety;

quality.

13.19. Documentation

Significant decisions must be recorded.

This applies especially to:

changes in scope;

deadlines;

additional work;

technical deviations;

commercial agreements;

the allocation of responsibility.

Human memory is not a management system.

Documentation protects both SKRINEX and the client.

13.20. Handover of a Task

If a task is handed over to another person, responsibility must be handed over clearly.

It is not enough to send a message and consider the matter closed.

It is necessary to make certain that the new owner:

has received the information;

has understood the task;

has the necessary authority;

understands the deadline.

Poor task handovers create zones in which responsibility disappears.

13.21. Completion of a Task

Started work must be closed out.

At SKRINEX, a large number of tasks that are "almost" done must not accumulate.

Completion means:

the work is finished;

quality has been checked;

documentation has been prepared;

the necessary confirmations have been obtained;

the matter is closed.

The last ten percent of the work often determines whether the company receives one hundred percent of the result.

13.22. Escalating a Lag

If a team understands that it can no longer recover the schedule on its own, the issue must be raised.

Possible solutions include:

additional personnel;

an extra shift;

a different sequence;

a change of technology;

reallocation of resources;

a revision of deadlines.

Concealing a lag until it can no longer be corrected is unacceptable.

13.23. A Manager's Discipline

A manager must be more organized than the system they manage.

They must:

know the priorities;

keep their own promises;

make decisions on time;

refrain from making constant changes without cause;

keep track of open issues;

provide feedback.

A chaotic manager almost inevitably creates a chaotic team.

13.24. An Employee's Discipline

Every employee must:

arrive prepared;

understand the task;

observe the working regime;

follow instructions;

take care of tools;

maintain order;

report obstacles;

not create deliberate losses of time.

Discipline is professional respect for one's own work and for the work of others.

13.25. Urgency and Importance

Not every urgent task is truly important.

Not every important task looks urgent.

Managers must be able to distinguish between these categories.

Strategic matters must not be perpetually postponed merely because daily operations create an endless stream of urgent tasks.

A strong organization manages today while preparing for tomorrow.

13.26. The System Must Reduce Dependence on Memory

As SKRINEX grows, it becomes impossible to manage the company solely through the personal memory of its managers.

What are needed are:

plans;

dashboards;

action lists;

task systems;

reporting;

checkpoints;

digital tools.

A properly built system must remind the organization of what a person may forget.

13.27. Digital Discipline

SKRINEX must gradually move from fragmented information to a unified digital management system.

Key data must be available to those who need it.

A manager must be able to see:

project status;

resources;

progress;

risks;

open issues;

key indicators.

Digitalization must reduce manual work and increase transparency, not create additional bureaucracy.

13.28. Execution Matters More Than a Polished Report

A report must not substitute for real work.

A well-designed presentation does not compensate for a poor result on site.

Reporting is necessary for management.

But its task is to reflect reality, not to create an alternative reality for management or the client.

13.29. Consistency

Great results are rarely created by a single strong effort.

More often, they are created by the consistent execution of the right actions every day.

Therefore, SKRINEX values not only the ability to make a surge in a crisis, but also the ability to work steadily without constant crisis.

The highest level of management is not the heroic solving of problems.

It is a system in which most problems are prevented in advance.

13.30. The Core Principle of Delivery Discipline

The execution philosophy of SKRINEX can be formulated as follows:

Set a clear task.
Appoint an owner.
Define the deadline.
Provide the resources.
Monitor plan versus actual.
React to deviations immediately.
Never leave a matter "almost finished".
Confirm the result.

SKRINEX must be a company of which it can be said:

If they have accepted a task, they know how to organize its execution and carry it through to the end.

14. Leadership at SKRINEX

14.1. Leadership as Responsibility

Leadership at SKRINEX is, above all, responsibility for people, decisions, and results.

A manager receives greater authority not for the sake of status, but because a greater share of responsibility rests on them.

The higher the position, the higher the requirements for:

- the quality of decisions;
- discipline;
- personal example;
- attitude toward people;
- financial responsibility;
- protection of the company's interests;
- the ability to see the consequences of one's actions.

A manager has no right to exercise authority without accepting responsibility for the result.

14.2. The Manager as an Example

The culture of a company begins with the behavior of its managers.

If a manager demands discipline, they must themselves be disciplined.

If they demand safety, they must themselves comply with the rules.

If they demand honesty, they must not conceal problems.

If they demand respect, they must respect employees.

People react far more strongly to what a manager does than to what they say.

Therefore, personal example is one of the principal instruments of leadership.

14.3. A Leader Must Give Direction

A team must understand where it is heading.

A manager must explain:

what we are doing;

why we are doing it;

what result is expected;

what the priority is;

what constraints exist.

A person works better when they understand the meaning of the task.

Unclear direction produces an unclear result.

14.4. Clarity of Tasks

A good manager must not create a situation in which an employee has to guess what is wanted of them.

A task must be clear.

It is necessary to explain:

the result;

the deadline;

the level of quality;

the boundaries of authority;

the critical constraints.

If an employee completed a task differently from what the manager expected, the first step is to check whether the task was set clearly enough.

14.5. Authority and Responsibility

A manager must delegate not only tasks, but also sufficient authority to accomplish them.

One must not demand results from a person who has no right to make the necessary decisions.

At the same time, delegation does not release the manager from overall responsibility.

They must understand the state of affairs and intervene if the situation goes beyond acceptable limits.

14.6. Decisiveness

A manager must be able to make decisions.

Not every decision will be perfect.

But constantly evading decisions paralyzes an organization.

A strong manager:

gathers the facts;

assesses the risk;

listens to the specialists;

makes the decision;

explains it;

monitors the consequences;

adjusts course when necessary.

Decisiveness does not mean haste.

It means the ability to act at the right moment.

14.7. The Ability to Listen

A manager is not obliged to know everything.

They are obliged to be able to obtain the right information.

A strong leader listens to:

engineers;

workers;

the client;

HSE;

finance;

the project team.

Often the person closest to the process is the first to see the real problem.

Ignoring this information makes management weaker.

14.8. A Manager Must Not Surround Themselves Only with People Who Agree

If a manager hears only confirmation of their own position, the quality of decisions declines.

Within SKRINEX, professional disagreement must be possible.

An employee must have the right to say:

"I believe this decision is wrong, and here is why."

The manager must hear the arguments.

After a decision is made, the team must execute it, provided it is lawful and safe.

But before a decision is made, a strong organization must allow debate.

14.9. Demanding Standards

A SKRINEX leader must be demanding.

High standards are part of a strong culture.

But demands must be fair and understandable.

The following is unacceptable:

humiliating a person;

demanding the impossible;

constantly changing the criteria;

punishing someone for information the manager themselves asked to receive;

using fear as the primary instrument of management.

A strong manager is able to maintain both a high level of expectations and respect for people.

14.10. Protecting the Team

A manager answers for their team to senior management, the client, and other departments.

This does not mean concealing employees' mistakes.

But a manager must not publicly disown their people at the first problem.

They must:

establish the facts;

defend a fair position;

assume their own share of responsibility;

fix the problem within the team.

A strong team must know that its manager will not abandon it without first examining the situation.

14.11. Responsibility for the Team's Mistakes

If a mistake occurred within a unit, the manager must ask not only:

"Who made the mistake?"

but also:

"What in my management system allowed this to happen?"

It may be that:

the task was unclear;

there was no control;

resources were lacking;

there was no training;

excessive pressure was created;

the right information was missing.

Leadership means being ready to analyze one's own role in a problem.

14.12. Developing People

One of a manager's core duties is developing the team.

If, after several years of management, strong employees do not become stronger, that is a question about the quality of leadership.

A manager must:

give feedback;

pass on knowledge;

delegate more complex tasks;

create opportunities for growth;

see potential;

prepare future managers.

A strong leader is not afraid to develop people who may one day become stronger than they are.

14.13. Succession

A unit that ceases to function entirely without a single manager is organizationally weak.

A manager must build a system that is able to operate in their absence as well.

For this, it is necessary to:

pass on knowledge;

distribute authority;

document processes;

prepare deputies;

develop the next level of management.

Being irreplaceable must not be a manager's goal.

14.14. The Leader and Information

A manager must strive to know the real situation.

Not the one that is pleasant to see.

Not the one that is convenient to show upward.

But the real one.

They must create conditions in which employees are not afraid to report:

a delay;

a mistake;

a hazard;

a conflict;

a shortage of resources;

a financial deviation.

If a manager is constantly told only good news, that is grounds to examine the quality of the information environment.

14.15. Composure Under Pressure

Crisis situations are inevitable on complex projects.

A manager's panic spreads quickly to the team.

A leader must retain the ability to:

listen;

analyze;

set priorities;

make decisions;

maintain working communication.

Composure does not mean indifference.

It means preserving control in a difficult situation.

14.16. The Leader and Conflict

A manager must not avoid necessary conflicts.

Sometimes it is necessary to:

stop a wrong decision;

defend an employee;

contest a client's demand;

demand the fulfillment of a commitment;

deliver difficult feedback.

But conflict must be resolved professionally.

The goal is not to defeat the person.

The goal is to solve the problem.

14.17. The Manager's Financial Responsibility

Every manager in charge of a budget, people, or resources must understand the economic side of their decisions.

They must take into account:

personnel costs;

downtime;

materials;

equipment;

logistics;

rework;

additional hours;

risks.

A manager must not think only in operational categories while ignoring the cost of the result.

14.18. The Leader and the Client

A manager represents SKRINEX before the client.

They must:

speak professionally;

not promise what they cannot deliver;

protect the company's interests;

maintain respect;

accept responsibility;

not transfer SKRINEX's internal conflicts onto the client.

The client must see an organized company, not internal chaos.

14.19. The Leader and Safety

A manager has no right to create an atmosphere in which people compromise safety for the sake of meeting the plan.

The phrase:

"Get it done first; we will sort it out later"

is incompatible with SKRINEX leadership if it creates an unacceptable risk.

Productivity and safety must be managed together.

14.20. The Leader and Fairness

Similar situations must be judged by the same principles.

Personal likings must not determine:

rewards;

disciplinary decisions;

promotion;

the allocation of opportunities.

People can accept a difficult decision if they understand its logic.

Injustice destroys trust far faster than high expectations.

14.21. Recognizing Results

A manager must be able to notice more than mistakes.

A good result also deserves recognition.

Strong people must know that their contribution is seen.

Recognition may be:

verbal;

financial;

career-related;

in the form of additional trust;

in the form of participation in more complex projects.

A culture in which attention appears only when something goes wrong gradually demotivates strong employees.

14.22. Unpopular Decisions

Sometimes a manager must make decisions that will not be popular.

For example:

stopping a project;

walking away from a client;

replacing an employee;

cutting costs;

discontinuing an ineffective line of work;

acknowledging one's own mistake and changing course.

Leadership does not consist of trying to please everyone.

It consists of the ability to make the right decision for the long-term interest of the company.

14.23. Leadership Without Micromanagement

A manager must not do the work of every employee.

Their task is to create a system in which people are able to do their work independently.

Micromanagement is sometimes necessary:

during training;

in a crisis;

under a high degree of risk;

with a new employee.

But as a permanent mode, it limits the growth of both the team and the manager.

14.24. A Manager's Level Is Determined by the Level of Their Team

A strong manager does not prove their importance by having every issue pass through them.

On the contrary.

The more capable their team is of resolving issues on its own, the higher the quality of their management.

A manager's main result is not the number of tasks they close personally.

The main result is a system that consistently produces results.

14.25. Managerial Courage

At SKRINEX, the ability to raise difficult issues is valued.

A manager must not conceal a problem from the next level up merely because they fear a negative reaction.

Managerial courage means:

telling the truth;

defending a well-founded position;

admitting a mistake;

stopping a bad decision;

accepting responsibility.

14.26. The Interest of the Group Above Personal Status

A manager must not protect their own position, budget, or department at the expense of the overall result of SKRINEX Group.

Sometimes the best result for the Group requires:

transferring people to another project;

sharing a resource;

forgoing a local gain;

changing the structure;

closing one's own initiative.

A true leader thinks beyond their own position.

14.27. Leadership as Service to the Result

A manager does not exist for the team to serve their status.

Their function is to create the conditions in which the team can perform the work better.

This includes:

removing obstacles;

making decisions;

protection;

securing resources;

developing people;

upholding standards.

Authority is an instrument for fulfilling this function.

14.28. The Core Principle of SKRINEX Leadership

The leadership philosophy of SKRINEX can be expressed as follows:

Lead by example.
Speak the truth.
Make decisions.
Give people authority.
Demand results.
Respect the person.
Protect the team.
Acknowledge mistakes.
Develop those who follow you.
Leave behind a system stronger than it was before you.

At SKRINEX, a manager is judged neither by their position nor by the number of people reporting to them.

They are judged by the quality of the team they have built and by the results that team is able to deliver consistently.

15. Entrepreneurial Mindset

15.1. SKRINEX as a Company of Entrepreneurs

SKRINEX Group must foster a culture in which key employees and managers think beyond the limits of their position.

We want to see people who are able to understand:

- where value is created;
- where the company loses money;
- where an opportunity arises;
- where a risk exists;
- what can be improved;
- what can be done faster;
- what can be done more efficiently.

The Entrepreneurial Mindset means treating the company not as someone else's system, but as a venture whose outcome depends in part on one's own decisions.

15.2. Seeing Opportunity

The Entrepreneurial Mindset begins with the ability to see opportunities where others see only a familiar process.

An opportunity may be:

a new client;

a new market;

a new competence;

a new technology;

a new product;

a new service format;

an improvement to an existing process;

the use of a resource that previously stood idle.

SKRINEX must support people who are able to notice such opportunities and turn them into concrete proposals.

15.3. Initiative Must Create Value

Initiative makes sense when it improves the result.

Not every new action is useful merely because it is new.

A good initiative must answer at least one of these questions:

does it make work safer;

faster;

cheaper;

of higher quality;

simpler;

more predictable;

more convenient for the client;

stronger for the entire Group.

The Entrepreneurial Mindset is not activity for activity's sake.

It is the search for a better way to create value.

15.4. Responsibility for the Company's Money

Every manager must treat SKRINEX's money as if it were their own funds, while understanding the interest of the entire company.

This means:

not creating unnecessary expenses;

not buying excess;

not allowing unjustified downtime;

controlling losses;

understanding the cost of a decision;

comparing alternatives;

assessing the return on investment.

But saving must not be primitive.

The cheapest solution can be the most expensive if it reduces quality, safety, or productivity.

15.5. The Cost of Time

Time is a resource just as money is.

One person's lost hour may be small.

A lost hour for a team of fifty is already a significant expense.

Therefore, the Entrepreneurial Mindset requires seeing the cost of:

waiting;

an unprepared work front;

unnecessary meetings;

poor logistics;

late decisions;

rework.

SKRINEX must manage time as deliberately as it manages its budget.

15.6. Not Waiting for an Order for Every Improvement

If a person sees an obviously inefficient process, they must not automatically assume that change is possible only after an instruction from above.

They must:

gather the facts;

understand the cause;

propose a solution;

assess the consequences;

discuss the change with the responsible manager.

Initiative from below is an important source of the company's development.

15.7. Small Improvements Matter

Not every improvement has to be revolutionary.

Most operational efficiency is created through many small changes.

For example:

better tool placement;

a change in the sequence of work;

a clearer form;

cutting an unnecessary approval step;

better delivery planning;

the simple digitalization of a repetitive process.

If a small improvement is used thousands of times, its effect can be enormous.

15.8. Experiment

SKRINEX must allow reasonable experiments.

Development is impossible if any deviation from the habitual way of doing things is automatically blocked.

But an experiment must be controlled.

It is necessary to understand:

what we are testing;

what result we expect;

what risk is acceptable;

how the effect will be measured;

what we will do if it fails.

An experiment without measurement turns into a gamble.

15.9. Failure in a Reasonable Experiment

Not every experiment will succeed.

If the initiative was:

undertaken in good faith;

reasonable;

agreed;

controlled;

based on facts,

an unsuccessful outcome must not automatically be punished.

An organization that punishes every failed attempt very quickly stops receiving new ideas.

It is important to distinguish a reasonable experiment from irresponsible risk.

15.10. Thinking About the Client

The Entrepreneurial Mindset is always connected to the client.

It is necessary to understand:

what the client is willing to pay for;

which problem truly matters to them;

which risk they want to reduce;

what makes cooperation difficult;

what could be made more convenient.

A new product or service has value only when it solves a real problem.

15.11. The Entrepreneurial Mindset on Site

Even on an operational site, the entrepreneurial approach matters greatly.

A site manager must see more than the volume of work.

They must understand:

whether the team is being used efficiently;

where losses occur;

where additional work arises;

what must be captured commercially;

where there is an opportunity to increase scope;

how to preserve the relationship with the client;

which competencies can be used at the next stage.

A project is at once an operational and a commercial system.

15.12. Additional Value

SKRINEX must not limit itself to the question:

"What did the client order?"

Sometimes the stronger question is:

"What else could help the client achieve their result?"

If we see:

a risk;

an inefficiency;

a technical possibility;

necessary additional scope;

a useful technology,

we must be able to propose a solution.

This is how a contractor becomes a partner.

15.13. New Lines of Business

New lines of business at SKRINEX must not arise only from the decisions of top management.

An idea can come from:

an engineer;

a project manager;

a worker;

a developer;

a client;

a partner.

What matters is the ability to prove:

the real problem;

the potential market;

the competence;

the economic logic;

the strategic value.

15.14. The Entrepreneurial Mindset and Risk

An entrepreneur must not fear risk.

But they must understand it.

SKRINEX must not endorse the approach:

"Let us try it and see what happens"

without an assessment of the consequences.

It is necessary to understand:

what we can lose;

what we can gain;

what the probability is;

whether we can limit the damage;

whether the risk matches the potential value.

Boldness without calculation turns into recklessness.

15.15. Not Confusing Revenue With Success

A large volume of sales does not always mean a good business.

A project may generate large turnover while at the same time:

generating no profit;

creating a cash-flow gap;

absorbing strong employees;

generating claims;

increasing legal risk.

Therefore, the Entrepreneurial Mindset must take into account the quality of revenue, not only its size.

15.16. Margin and Value

SKRINEX must understand exactly where economic value is created.

A high margin can be justified if the company:

takes on greater risk;

provides a rare competence;

solves a complex problem;

creates significant savings for the client;

uses its own technology.

Price must be connected to the value created.

15.17. Investment

Not every expense is a loss.

Investments in:

training;

equipment;

certification;

technology;

development;

systems;

strong people

may reduce current profit while creating future value.

The Entrepreneurial Mindset requires distinguishing an expense that disappears from an investment that creates new potential.

15.18. Scalability

When creating a new solution, one must ask:

"Can this be used more than once?"

If a process, technology, or product can be scaled across projects and countries, its strategic value increases significantly.

SKRINEX must strive to turn one-off successful solutions into standards, products, and repeatable models.

15.19. Using the Potential of the Entire Group

The Entrepreneurial Mindset must extend beyond the boundaries of a single company.

If one SKRINEX company has:

a client;

a competence;

personnel;

a technology;

a license;

a contact;

equipment,

it is necessary to consider how that resource can create value for the entire Group.

The strength of a group of companies lies in the ability to combine resources faster and more effectively than any single structure can.

15.20. Internal Cooperation Instead of Internal Competition

SKRINEX companies and departments must not compete with one another for resources merely to improve their own local indicators.

If the overall result can be higher through cooperation, a model of interaction must be sought.

At the same time, internal relations must remain:

transparent;

economically justified;

documented;

clear to all parties.

The Entrepreneurial Mindset must strengthen the Group, not create internal strife.

15.21. Solving the Problem at Its Source

A strong entrepreneurial approach is aimed not only at eliminating a symptom.

If the company constantly incurs the same expense or encounters the same problem, the source must be sought.

Sometimes it is better to change the system once than to keep paying for the consequences of its weakness.

15.22. Simplicity

Complexity is not a sign of professionalism.

A good solution is often a simple one.

SKRINEX must strive to reduce:

wasteful actions;

unnecessary approvals;

repeated data entry;

excessive documentation;

incomprehensible processes.

But simplicity must not come at the expense of control, safety, or quality.

15.23. Speed

An opportunity has a limited window of time.

Therefore, an entrepreneurial organization must be able to act quickly to:

analyze;

decide;

launch a pilot;

obtain feedback;

adjust.

Excessive bureaucracy can destroy a good idea before it is tested.

SKRINEX must preserve speed even as the Group grows.

15.24. Ownership of the Result

The Entrepreneurial Mindset means the attitude:

"This is my issue until it is resolved."

This does not mean doing everything oneself.

A colleague can be brought in.

Work can be delegated.

The matter can be escalated.

But one must not simply hand off a problem and lose interest in it.

The owner of the result makes certain the issue is genuinely seen through to completion.

15.25. Learning From the Market

SKRINEX must continuously observe:

what competitors are doing;

which technologies are emerging;

which requirements are arising from clients;

which professions are becoming scarce;

which markets are growing;

which business models are ceasing to work.

Overconfidence is dangerous.

The market constantly shows the company what needs to change.

Our task is to be able to read those signals.

15.26. From Idea to Result

An idea in itself is worth almost nothing.

Value emerges when there is the ability to:

describe the problem;

propose a solution;

test the hypothesis;

organize the resources;

execute;

obtain the result;

scale it.

Therefore, SKRINEX must value not only generators of ideas, but also people able to turn ideas into working solutions.

15.27. Entrepreneurship and Discipline

The Entrepreneurial Mindset does not contradict discipline.

On the contrary, the strongest entrepreneurial organizations combine:

freedom to propose;

speed to experiment;

rigor in measuring results;

financial responsibility;

the willingness to shut down what does not work.

An idea must be defended with arguments and results, not with personal attachment.

15.28. Knowing When to Stop

If a project, product, or idea fails to prove its value after a reasonable test, one must be able to stop.

Resources must not keep being spent merely because much has already been invested.

An entrepreneur must be able to acknowledge:

"This hypothesis did not work. We have gained knowledge, and we move on."

This, too, is part of strong management.

15.29. Entrepreneurial Leadership

A SKRINEX manager must develop the Entrepreneurial Mindset in their team.

They must not automatically reject ideas merely because:

"We have always done it differently."

The right question is:

"Is this genuinely better? And can we prove it?"

This is how a culture of Continuous Development is created.

15.30. The Core Principle of the Entrepreneurial Mindset

The philosophy of SKRINEX can be expressed as follows:

See the opportunity.
Understand the cost.
Protect resources.
Do not be afraid to propose.
Calculate the risk.
Test the idea in practice.
Measure the result.
Scale what works.
Shut down what creates no value.

We want people within SKRINEX to ask themselves not only:

"What has been assigned to me?"

But also:

"What can I do so that the company, the project, and the client get a better result?"

16. Innovation and Technology

16.1. Technology as Part of the Strategy

SKRINEX Group regards technology not as an additional element of business but as one of the key factors of future competitiveness.

The industrial environment is changing.

Requirements for speed, safety, quality, transparency and productivity are changing.

Therefore SKRINEX must develop not only its human and production resources but also its own technological capability.

Our task is to use technology where it provides a real advantage:

- they improve safety;
- they reduce errors;
- they accelerate decision-making;
- they increase productivity;
- they improve control;
- they reduce dependence on manual processes;
- they make complex operations more predictable.

16.2. Technology Must Solve a Real Problem

SKRINEX must not adopt technology merely because it is fashionable or new.

Every technology must answer a specific question:

what problem does it solve?

If a system:

does not reduce risk;

does not save time;

does not improve quality;

does not help people;

does not increase transparency;

does not create new commercial value,

then its necessity must be called into question.

Innovation without practical benefit turns into an expensive demonstration.

16.3. The Source of Innovation Is Real Industrial Work

One of the main advantages of SKRINEX is direct access to real production processes.

We do not see problems through presentations.

We see them on site.

We encounter:

unsafe actions;

inefficient communication;

lost time;

a shortage of qualified personnel;

errors;

difficulty of control;

incomplete information;

the gap between HSE and production.

It is precisely these real problems that must become the basis for technological solutions.

16.4. Artificial Intelligence

Artificial intelligence is one of the strategic areas of SKRINEX's development.

We regard AI as a tool for empowering people and the management system.

AI can be used for:

analyzing visual information;

recognizing risks;

monitoring PPE;

detecting unsafe actions;

analyzing production data;

decision support;

automating documentation;

knowledge search;

training employees;

predicting problems.

At the same time, AI-based solutions must remain understandable, controllable and focused on real benefit.

16.5. Humans and Artificial Intelligence

SKRINEX does not proceed from the idea that technology should automatically replace humans.

In many industrial processes, human experience, professional intuition and the ability to adapt remain critically important.

Therefore our model is the interplay of:

human + technology + data + artificial intelligence.

AI must help people see more, understand faster and make more accurate decisions.

16.6. Computer Vision

Computer vision is one of the most promising tools for the industrial environment.

It can be used for:

monitoring personal protective equipment;

detecting hazardous zones;

access control;

identifying incorrect actions;

analyzing a person's posture;

recognizing equipment;

monitoring individual process operations.

Combined with AI and wearable devices, computer vision can become part of a preventive safety system.

16.7. Wearable Technology

SKRINEX regards wearable technology as one of the key elements of the future industrial environment.

A wearable device can combine:

visual information;

navigation;

voice control;

alerts;

remote expert support;

risk monitoring;

access to documentation;

communication with the team.

Technology must help people in their work without distracting them from the work itself.

16.8. SKRINEX OMNIS

One of the strategic technology directions of the Group is the development of SKRINEX OMNIS.

OMNIS is to take shape as a digital intelligence platform capable of integrating:

data;

people;

production processes;

HSE;

artificial intelligence;

wearable devices;

alert systems;

analytics;

knowledge management.

The platform must be developed not as a standalone software application but as a unified technological environment for supporting industrial processes.

16.9. Prevention Instead of Recording

One of the key philosophies of SKRINEX's technological development is the shift:

from recording an event;

to preventing it.

If a system can see that a person:

is entering a hazardous zone;

is working without the required permit;

is not using the required PPE;

is approaching a source of risk;

is performing an unsafe action,

it must seek to alert the person before the event occurs.

16.10. A Collective Intelligent Environment

The future of SKRINEX is connected not only with individual devices.

We must develop systems in which individual employees become part of a collective information environment.

If one person sees a risk, that information may be useful to others.

If the system detects a hazard, an alert can be sent to those nearby.

If a manager sees the situation change, they can adjust the organization of work more quickly.

This is how the principle of collective situational awareness emerges.

16.11. Digital Worker Passport

SKRINEX must strive to create a digital identity for workers within the production system.

A Digital Worker Passport may include:

qualifications;

permits;

training;

medical clearances to the extent permitted by law;

briefing history;

competencies;

authorized types of work;

site-specific requirements.

The goal is to understand quickly who the person is and what work they are authorized to perform.

16.12. Digital Learning

Training must become more adaptive and connected to real work.

SKRINEX must develop:

micro-learning;

short recurring modules;

digital knowledge verification;

knowledge reinforcement;

situational learning;

learning based on real events and near misses.

Technology must help not only to convey information but also to retain it in memory.

16.13. Data

Data is a strategic resource.

Without high-quality data, it is impossible to build high-quality analytics or AI.

Therefore SKRINEX must gradually build a culture in which data:

is collected systematically;

has a clear source;

is not duplicated without need;

can be verified;

is used for decision-making.

A large volume of information does not create value by itself.

Value is created by the ability to turn data into decisions.

16.14. Digitalization of Processes

SKRINEX must consistently reduce manual, repetitive and poorly controlled processes.

Priority for digitalization should go to processes where:

errors occur frequently;

there is extensive manual entry;

information gets lost;

approvals take a long time;

data is entered multiple times;

there is no transparency of status.

The goal of digitalization is to simplify work, not to move old bureaucracy into electronic form.

16.15. Automation

If a repetitive task can be automated safely and with economic justification, SKRINEX must consider doing so.

Automation may concern:

reporting;

analysis;

document flow;

control;

planning;

notifications;

data processing;

certain technical operations.

The time people are freed from must be used for tasks where human thinking creates greater value.

16.16. Integration of Technologies

A standalone tool has limited value if it does not interact with other systems.

Therefore SKRINEX must strive to integrate:

HSE;

production;

HR;

qualifications;

documentation;

project management;

analytics;

wearable devices.

Information must move between systems where it is lawful and genuinely necessary.

16.17. Edge AI

For the industrial environment, solutions capable of operating directly on the device or near the point where data originates are especially important.

Edge AI can enable:

faster alerts;

reduced dependence on constant connectivity;

lower latency;

limited transmission of sensitive data;

greater system resilience.

Such technologies must be developed where speed of response is critical.

16.18. Cybersecurity

The more processes become digital, the greater the importance of protecting data and systems.

Innovation must not create new uncontrolled risk.

SKRINEX must take into account:

access control;

device protection;

network protection;

backup;

account management;

protection of client data;

incident response.

Cybersecurity must develop in parallel with digitalization.

16.19. Confidentiality and Personal Data

Technological capability does not confer the right to collect an unlimited amount of information about a person.

Data collection must have:

a lawful basis;

a clear purpose;

a limited scope;

a defined retention period;

controlled access.

Particular care must be taken with video, audio, biometric and geolocation data.

Safety and efficiency must not be achieved through uncontrolled intrusion into a person's private sphere.

16.20. Technology Must Be Convenient for People

If a system is too complicated, people start working around it.

Therefore SKRINEX industrial technologies must strive to be:

simple;

intuitive;

fast;

easy to understand;

adapted to the real working environment.

A worker in gloves and a hard hat, working at height, interacts with a system differently from a person at an office computer.

Technology must take this reality into account.

16.21. Piloting

Before large-scale deployment, a new technology must, where possible, undergo a pilot test.

The pilot must help clarify:

whether the solution works technically;

whether people accept it;

whether it creates measurable value;

what risks exist;

what needs to be changed.

A pilot is a learning tool, not a formal demonstration.

16.22. Measuring the Effect

Every significant technology deployment must have success criteria.

We must understand:

what the situation was before deployment;

what changed afterwards;

how much time has been saved;

which errors have been eliminated;

which risks have been reduced;

what economic effect has been achieved.

Technology must prove its value through results.

16.23. Proprietary Intellectual Property

Where SKRINEX creates unique solutions, algorithms, devices, processes or software, the Group must protect its own intellectual property.

This may include:

patents;

trademarks;

copyrights;

know-how;

trade secrets;

license agreements.

Intellectual property must become a distinct strategic asset of the Group.

16.24. Partnerships with Developers and the Research Community

SKRINEX does not have to develop everything itself.

To accelerate innovation, the Group may cooperate with:

universities;

laboratories;

technology companies;

startups;

equipment manufacturers;

AI developers;

research centers.

A strong innovation system knows how to combine internal experience with external expertise.

16.25. Technology as a Standalone Business

As its own solutions mature, SKRINEX technologies may become a standalone commercial direction.

What is originally created for our own projects may be useful to other industrial companies.

In this way an internal solution can turn into:

a product;

a license;

SaaS;

equipment;

a service;

a separate company within the Group.

16.26. International Scaling of Technologies

Where possible, a technology product should be designed so that it can be used:

at different sites;

in different countries;

in different languages;

in different industries.

The less a solution depends on one specific project, the higher its strategic value.

16.27. The Speed of Innovation

The technology market develops faster than traditional industrial business.

Therefore SKRINEX must be able to test ideas faster.

Long development cycles without feedback create the risk of building a product nobody needs.

The right approach:

hypothesis;

prototype;

pilot;

feedback;

improvement;

scaling.

16.28. Not Being Afraid to Abandon a Technology

Not every technology will succeed.

If, after testing, a solution:

does not create value;

is too complicated;

is economically unjustified;

is unacceptable to users;

creates excessive risk,

SKRINEX must be ready to abandon it.

Technological maturity is shown not only in the ability to launch new products but also in the ability to shut down weak ones in time.

16.29. Technology and Human Dignity

Every SKRINEX technology must be used with respect for people.

Our goal is not to turn a worker into an object of total control.

The goal is to help them work:

more safely;

better;

faster;

more consciously.

Technology must empower people, not strip them of their professional dignity.

16.30. The Core Principle of Technological Development

The philosophy of SKRINEX's innovation can be formulated as follows:

Look for a real problem.
Test the hypothesis in practice.
Use data.
Empower people with technology.
Automate the repetitive.
Prevent risk before the event.
Integrate solutions into the real production process.
Measure results.
Scale what truly works.

SKRINEX must strive not merely to follow technological change.

We must take part in creating the next generation of industrial work.

17. Collaboration Within SKRINEX Group

17.1. One Group — Different Legal Entities

The companies comprising SKRINEX Group are independent legal entities operating in accordance with the legislation of their countries of registration and their own corporate structures.

At the same time, they are part of a single Group and must take into account not only their own local interest but also the strategic interest of SKRINEX Group as a whole.

Legal independence must not turn into internal isolation.

The strength of SKRINEX Group lies precisely in the ability of individual companies to act in a coordinated manner and to reinforce one another.

17.2. The Common Interest of the Group

When making decisions, the companies of SKRINEX Group must seek to take into account the combined results of the entire Group.

This means that a decision must not be evaluated solely from the perspective of:

a single company;

a single project;

a single budget;

a single manager.

In some situations, a locally less advantageous decision may create significantly greater strategic value for the entire Group.

At the same time, the common interest must not be used as a basis for opaque or economically unjustified actions.

Any collaboration between companies must remain lawful, documented and transparent.

17.3. Workforce as the Potential of the Entire Group

One of the key advantages of SKRINEX Group is the ability to use the combined workforce potential of different companies.

Depending on the project, specialists from one company may be engaged in the projects of another SKRINEX Group company within the framework of applicable legislation and an appropriate contractual model.

This allows the Group:

to form project teams faster;

to cover temporary competency shortfalls;

to redistribute personnel between projects;

to retain strong employees within the Group;

to use the personnel reserve more effectively.

Personnel within SKRINEX Group must be regarded not as an isolated resource of a separate legal entity but as part of the Group's overall professional potential, subject to mandatory compliance with all legal, tax, labor and migration requirements.

17.4. Joint Project Teams

A single project may combine the employees and resources of several SKRINEX Group companies.

In such a case, there must be a single operational structure for the project.

For every participant, it must be clear:

who bears overall responsibility for the project;

which company entered into the main contract;

which company acts as contractor or subcontractor;

who manages the production side;

who is responsible for HSE;

who is responsible for quality;

who handles commercial matters;

what responsibility rests with each party.

To the client, the team must appear organized and coordinated regardless of the number of legal entities involved in the project.

17.5. Intra-Group Subcontracting

SKRINEX Group companies may act as contractors and subcontractors for one another.

This model may be used for:

providing personnel in a form permitted by law;

executing individual production packages;

engineering services;

project management;

providing equipment;

logistics;

technology development;

other necessary services.

Intra-group relationships must be formalized as professionally as relationships with external counterparties.

Having a common owner or a common brand does not remove the need for:

a contract;

a clear scope;

a price;

responsibilities;

documentary confirmation of completed work.

17.6. Legality of Intra-Group Collaboration

The common brand must not be used as a basis for circumventing legal requirements.

Particularly careful assessment must be given to matters of:

labor legislation;

secondment;

provision of personnel;

social insurance;

taxation;

transfer pricing;

migration law;

work permits;

licensing.

SKRINEX Group must structure collaboration so that the Group's flexibility is combined with legal resilience.

17.7. Material Resources

Group companies may share:

equipment;

tools;

transport;

machinery;

warehouses;

office infrastructure;

IT equipment;

specialized technical equipment.

If a resource of one company could be used temporarily by another company more effectively, this possibility must be considered.

In doing so, the following must be clear:

the owner of the resource;

the terms of use;

responsibility for damage;

the cost;

the technical condition;

insurance;

the return.

17.8. Do Not Buy What Already Exists Within the Group

Before a significant purchase, a company must, where possible, check whether the required resource already exists within SKRINEX Group.

This applies to:

equipment;

machinery;

licenses;

software;

experts;

engineering competencies;

training materials.

Duplication of resources is acceptable if it is economically or operationally justified.

But the Group must not spend money simply because one company does not know what another has.

17.9. A Common Competency Base

SKRINEX Group must seek to understand what competencies exist across the entire organization.

A unified picture must be built up gradually:

qualifications;

certificates;

experience;

specializations;

language skills;

permits;

expert knowledge.

This will make it possible to find the right person for a specific task faster, regardless of which Group company they formally work for.

17.10. Knowledge Sharing

Knowledge gained on one company's project must, where possible, become available to other companies of the Group.

This applies in particular to:

lessons learned;

HSE experience;

technical solutions;

production methods;

errors;

successful commercial models;

experience with specific markets;

client requirements;

regulatory experience.

SKRINEX Group must not pay for the same lesson several times.

17.11. Common Standards

All SKRINEX Group companies must progressively work to common baseline standards wherever practically possible.

This applies to:

quality;

HSE;

branding;

document flow;

project management;

commercial principles;

employee conduct;

reporting;

information protection.

Local requirements may differ.

But the fundamental standards of SKRINEX must remain recognizable throughout the Group.

17.12. A Uniform Level of Quality

A client must not receive substantially different quality merely because the contract was concluded with a different SKRINEX Group company.

The SKRINEX name creates the expectation of a certain standard.

Therefore every company is obliged to maintain a common level of:

professionalism;

organization;

safety;

communication;

quality of execution.

Poor work by one company affects the reputation of all the others.

17.13. Handing a Client Over Within the Group

If a client's request does not match one company's competence but can be executed with quality by another SKRINEX Group company, the request should, where possible, remain within the Group.

The internal handover of a client must be organized professionally.

The client must not feel that they have been "passed off".

They must see that SKRINEX is able to direct the right competence to where it is required.

17.14. The Client Is an Asset of the Group

Client relationships built by one SKRINEX company must be respected by the entire Group.

Other companies must not:

bypass the responsible company;

conduct hidden parallel negotiations;

create competing offers;

undermine existing relationships.

Where necessary, other companies may be brought in to serve the client, but their actions must be coordinated.

SKRINEX must speak to the client as one Group, not as several competing organizations.

17.15. No Internal Competition to the Detriment of the Group

Internal competition can be useful if it raises quality.

But it becomes destructive if divisions or companies begin:

poaching each other's employees;

hiding information;

competing for the same client;

blocking access to resources;

worsening another division's performance for the sake of their own KPIs.

Such behavior is incompatible with the principle of unity of SKRINEX Group.

17.16. Fair Distribution of Results

Joint work must have a clear economic model.

If one company provides another with:

personnel;

management;

equipment;

a client;

financing;

or competence,

the contribution must be fairly reflected in the commercial arrangements.

A common Group does not mean that one company's resources may be used uncontrollably and free of charge by another.

Transparency of financial relations is a condition of healthy collaboration.

17.17. Transfer Prices

Intra-group prices must be economically justified and comply with applicable legal requirements.

Prices must not be used solely to artificially shift profits or losses between companies.

SKRINEX must strive for a model that is:

understandable;

fair;

defensible;

and consistent with the real economic function of each company.

17.18. Priority of the Project

Once a joint project team has been formed, internal boundaries between companies must not hinder the execution of the project.

An employee must not constantly hear:

"This is not our company".

If a task falls within the project's overall responsibility, the teams must collaborate and look for a solution.

Internal structure exists for management, not for creating artificial obstacles.

17.19. Responsibility Must Remain Clear

The unity of the Group must not blur legal and managerial responsibility.

Even on a joint project, it must be unambiguously defined:

who is the employer;

who is liable under the contract;

who issues the invoice;

who bears specific risks;

who is responsible for a specific scope.

Unity does not mean the absence of structure.

On the contrary, the more complex the Group, the clearer responsibility must be.

17.20. Assistance Between Companies

If one SKRINEX company faces a temporary difficulty, the other companies must consider helping.

This may be:

providing specialists;

management support;

equipment;

financing in a permitted form;

technical consultation;

procurement assistance;

contacts.

Such assistance must be seen not as a weakness of one company but as an advantage of the group structure.

17.21. Financial Independence

Despite all mutual support, each company must strive to be economically healthy.

The Group must not indefinitely finance a structure that systematically:

fails to create value;

fails to control costs;

fails to meet its plan;

has no clear prospects.

Internal support must aid development and the resolution of temporary problems, not conceal permanent inefficiency.

17.22. Shared Service Functions

As SKRINEX grows, some functions may be centralized.

For example:

finance;

legal support;

HR;

HSE;

procurement;

marketing;

IT;

technology development;

knowledge management.

Centralization makes sense if it:

reduces cost;

improves quality;

creates a uniform standard;

speeds up work.

It must not create additional bureaucracy.

17.23. Internal Service

If one division serves other companies of the Group, it must treat them as internal clients.

This means:

deadlines;

quality;

clear communication;

responsibility.

The phrase:

"We are one company anyway"

must not be used as an excuse for poor internal service.

17.24. Information Within the Group

Not all information should automatically be available to all companies and employees.

Access must be determined by the need-to-know principle.

This applies in particular to:

commercial proposals;

personal data;

legal disputes;

client confidential information;

technologies;

financial data.

The unity of the Group must be combined with professional information security.

17.25. Resolving Internal Conflicts

Disputes between SKRINEX companies must be resolved within the Group quickly and professionally.

It is necessary to:

establish the facts;

understand the commercial interests of the parties;

take into account the interest of the Group;

find a solution;

document the agreement.

An internal conflict must not reach the client or reduce the quality of an external project.

17.26. Escalation of Internal Disputes

If the companies cannot resolve a matter on their own, it must be escalated to the level of Group management.

The decision must be made on the basis of:

legality;

fairness;

economic logic;

the strategic interest of SKRINEX Group.

Once the decision is made, the parties are obliged to implement it.

17.27. One Brand

Every company using the SKRINEX name benefits from the common brand.

At the same time, it assumes the obligation to protect it.

No company must take actions that could deliberately damage the reputation of the entire Group for the sake of local gain.

The SKRINEX name belongs to the entire system and is a common asset.

17.28. Expansion of the Group

A new company within SKRINEX should be created only when a separate legal structure genuinely makes strategic sense.

For example:

a new country;

a separately regulated line of business;

a new technology;

a specialized market;

a distinct investment model.

Creating legal entities without a clear function increases complexity and costs.

Every new structure must strengthen the Group.

17.29. SKRINEX Group as a Network of Competencies

In the long term, SKRINEX must develop not merely as a set of subsidiaries.

The Group must become a network of competencies.

One company may be stronger in production.

Another — in a specific country.

A third — in the nuclear industry.

A fourth — in technology.

But the client must be able to access the potential of the entire SKRINEX Group.

17.30. The Core Principle of Collaboration

The philosophy of collaboration between companies of SKRINEX Group can be expressed as follows:

Legally — independent.
Strategically — united.
In resources — complementary.
Commercially — transparent.
Operationally — capable of working as one system.

The companies of SKRINEX Group must not merely sit under one brand.

They must make one another stronger.

18. Reputation

18.1. Reputation as a Strategic Asset

The reputation of SKRINEX Group is one of the key intangible assets of the Group.

It is built over years and can be damaged by one wrong decision, one conflict or one serious violation.

Reputation affects:

- client trust;
- the ability to win new projects;
- negotiating terms;
- the ability to attract strong employees;
- relationships with banks and insurance companies;
- partnerships;
- brand value;
- business resilience.

Therefore protecting reputation is the duty of every person working on behalf of SKRINEX.

18.2. Reputation Is Created by Actions

Reputation is not created by a logo, advertising or presentations.

It is created by how we work.

The client remembers:

whether we kept our promise;

whether we arrived on time;

the quality we left behind;

how we responded to a problem;

how we communicated;

how safely we worked;

whether we were honest;

how organized the team was.

Each such episode either strengthens the SKRINEX name or weakens it.

18.3. Every Employee Represents SKRINEX

To the client, a person in a SKRINEX uniform represents the entire Group.

The client usually does not know the company's internal structure.

They do not separate the behavior of an individual employee from the reputation of the brand.

Therefore every worker must understand that their:

behavior;

speech;

appearance;

attitude to safety;

attitude to tools;

attitude to the client;

quality of work

affect the perception of SKRINEX Group.

18.4. Conduct on Site

The work site is one of the main places where reputation is formed.

A SKRINEX employee must observe:

order;

work discipline;

client requirements;

HSE;

professional communication;

respect for other contractors;

site rules.

The following are unacceptable:

conflicts;

aggressive behavior;

public disputes;

disrespect toward the client;

abuse of alcohol or substances;

careless treatment of property.

Even if the technical work is done well, poor behavior can destroy the overall impression of the company.

18.5. Appearance and Professional Presentation

Appearance is part of professional culture.

For production personnel this means above all:

clean and serviceable work clothing;

the required PPE;

clear identification;

compliance with site requirements.

For managers and employees who interact with clients, appearance must match the situation and the level of company representation.

This is not about formality for formality's sake.

A professional appearance is a signal of one's attitude to one's own work.

18.6. Communication with the Client

Every contact with a client affects the SKRINEX brand.

Communication must be:

professional;

correct;

clear;

factual;

respectful.

The following must be avoided:

unfounded promises;

emotional messages;

confrontational wording;

accusations without evidence;

passing the company's internal chaos on to the client.

Even a difficult position can be presented professionally.

18.7. Professional Disagreement

Protecting reputation does not mean agreeing with the client on everything.

Sometimes a strong professional position, on the contrary, increases trust.

If SKRINEX considers a decision:

unsafe;

technically wrong;

contractually unjustified;

or ineffective,

we must be able to explain our position calmly and with sound arguments.

Professionalism is shown not in the absence of disagreements but in the way they are resolved.

18.8. Promises

One of the fastest ways to lose trust is to systematically promise more than the company can deliver.

Therefore SKRINEX must be careful with promises.

It is better to give a realistic deadline and finish earlier than to give a beautiful promise and break it.

The word of a SKRINEX representative must carry weight.

18.9. Reputation and Quality

Quality is the foundation of reputation.

One can spend a long time explaining the causes of a defect, but the client above all remembers the defect itself and the company's response to it.

Therefore every project must be treated as a future reference.

Work performed today may determine the client's decision years from now.

18.10. Reputation and Safety

A serious safety violation can cause damage far exceeding the cost of an individual project.

Therefore HSE is not only a matter of protecting people but also a matter of trust in the company.

The client must understand that SKRINEX will not create additional risk at their site.

18.11. Reputation and Financial Discipline

The company's approach to payments also shapes reputation.

SKRINEX must strive to:

meet its financial commitments on time;

avoid unjustified delays;

handle disputed invoices professionally;

avoid using non-payment as a standard negotiating tool.

Suppliers and partners also form opinions about the company and convey them to the market.

18.12. Confidentiality

Information received from a client or partner must be protected.

Without appropriate permission, it is unacceptable to distribute:

technical documentation;

commercial terms;

photographs of restricted sites;

internal correspondence;

production data;

information about incidents;

personal data.

Confidentiality is one of the elements of trust.

18.13. Social Media

The public sphere creates additional risks.

An employee must understand that posting a photograph or comment may be associated with SKRINEX even when the post is made from a personal account.

Particular care must be taken with posts:

from client sites;

from production areas;

with visible documentation;

after incidents;

using the client's brand;

featuring colleagues without their consent.

A post must not violate contractual commitments, safety or the reputation of the company.

18.14. Official Public Statements

Not every employee has the right to make official statements on behalf of SKRINEX Group.

Authorized spokespersons must be designated for external comments on significant matters.

This applies in particular to:

the media;

incidents;

legal disputes;

financial information;

strategy;

relationships with major clients.

A unified position protects the company from contradictory information.

18.15. Conduct During a Crisis

Reputation is shaped especially strongly in a crisis situation.

When a serious problem arises, SKRINEX must:

not hide;

establish the facts quickly;

ensure safety;

inform the necessary parties;

appoint a person in charge;

prepare a plan of action;

refrain from hasty statements without confirmed information.

An attempt to hide a serious problem often causes more reputational damage than the problem itself.

18.16. Acknowledging a Mistake

Acknowledging an obvious mistake does not always weaken a company.

On the contrary, a professional response can strengthen trust.

The right position:

"Yes, this happened on our side. We have identified the cause. Here is what we are doing to correct it and prevent it from recurring".

Such communication is stronger than senseless denial of the facts.

18.17. Protection Against Unfounded Accusations

At the same time, SKRINEX must defend its reputation when an accusation is unfounded.

We must keep:

documents;

correspondence;

photographs;

acts;

protocols;

confirmations.

A strong position must rest on facts.

Protecting reputation requires not an emotional reaction but an evidentiary basis.

18.18. Relationships After a Conflict

A commercial or technical dispute does not necessarily mean the end of a relationship.

Where possible, SKRINEX must separate the subject of a conflict from personal relationships.

After a matter is resolved, it is necessary to seek to restore working collaboration if it serves the interests of the Group.

The professional market is small, and today's opponent may tomorrow become a partner or client again.

18.19. The Reputation of Employees

SKRINEX must also protect the professional reputation of its people.

Publicly accusing an employee before the facts are established is unacceptable.

If a mistake has occurred, it must be dealt with inside the system.

A person must not become a convenient target for shifting responsibility away from the organization.

18.20. No Public Humiliation

Even in the case of a serious employee mistake, a manager must maintain professional conduct.

Criticism must be directed at:

the action;

the decision;

the results;

not at human dignity.

Public humiliation destroys both the internal culture and the external image of the company.

18.21. The Reputation of Partners

SKRINEX must choose carefully those with whom it associates its name.

A partner, contractor or representative can create reputational risk for the entire Group.

In making a choice, one must consider not only price and competence but also:

business reputation;

track record;

ethical standards;

attitude to safety;

way of doing business.

18.22. Whom We Do Not Want to Be Associated With

SKRINEX must not knowingly build long-term relationships with organizations or people who:

systematically violate the law;

practice corruption;

do not honor their commitments;

deliberately violate safety;

use discriminatory or degrading practices;

could seriously damage the name of the Group.

Not every business contact is worth the reputational risk.

18.23. Reputation in the Labor Market

The employer's reputation is also part of the overall SKRINEX brand.

People must understand that the company:

honors its agreements;

pays the agreed remuneration;

provides proper organization;

treats employees professionally;

provides opportunities for development.

A strong employer reputation reduces dependence on constantly searching for casual labor.

18.24. Reputation Within the Group

Trust is needed not only externally but also within SKRINEX Group.

A company or division that systematically fails to meet internal commitments gradually loses the trust of colleagues.

Therefore internal agreements must carry the same value as external ones.

A strong culture starts from within.

18.25. Reputation and the Long-Term Perspective

Before an important decision, one must ask:

"If information about this decision becomes known tomorrow to the client, employees, partners and the market — will we be able to explain it professionally?"

If the answer is negative, the decision requires reassessment.

This principle helps separate acceptable commercial risk from behavior capable of destroying trust.

18.26. The SKRINEX Brand

The SKRINEX brand must gradually become a value in its own right.

Its meaning must be clear to the market:

SKRINEX is professional industrial work;

a strong organization;

technological development;

safety;

responsibility;

results.

Every marketing message must correspond to the company's real level.

The brand must not promise what the organization is factually unable to deliver.

18.27. A Unified Visual Presentation

As the Group develops, a unified professional image of SKRINEX must be maintained.

This may include:

corporate identity;

work clothing;

documentation;

commercial proposals;

presentations;

websites;

social media;

the livery of equipment and vehicles.

Visual integrity must support, not replace, the real quality of the work.

18.28. Reputation Is Stronger Than Advertising

The best advertisement for SKRINEX should be a successfully completed project.

A strong client testimonial.

A repeat contract.

A recommendation.

An employee who is proud of their company.

A partner who is ready to work with us again.

Marketing must reinforce an already existing reality, not create an artificial image.

18.29. Every Project Leaves a Trace

After every project, one must ask:

What remains after us besides an issued invoice?

Did we leave behind:

good relationships;

a strong recommendation;

new knowledge;

trust;

the client's desire to work with us again?

Or did we leave behind:

disputes;

unresolved matters;

defects;

unpaid commitments;

destroyed relationships?

Every project shapes the future of SKRINEX.

18.30. The Core Principle of Reputation

The philosophy of SKRINEX's reputation can be expressed as follows:

Say what you are ready to deliver.
Deliver what you promised.
Do not hide problems.
Respect people.
Protect confidentiality.
Own your mistakes.
Defend the company against unfounded accusations.
Leave behind the desire to work with SKRINEX again.

Reputation is what the market says about SKRINEX when we are not in the room.

Our task is to ensure that the SKRINEX name inspires trust even before the next project begins.

19. Development and Growth

19.1. Growth as a Deliberate Process

SKRINEX Group strives for development and expansion.

But growth is not an end in itself.

More companies, more employees, more countries and more turnover do not yet mean that the Group has become stronger.

Real growth must be accompanied by:

- an increase in competencies;
- strengthened financial resilience;
- development of the management system;
- growth in quality;
- a stronger reputation;
- greater technological potential;
- an expanded client base;
- new opportunities for the entire Group.

Growth must make SKRINEX more resilient, not more vulnerable.

19.2. The Quality of Growth Matters More Than Speed

SKRINEX can grow quickly if the organization is able to control that growth.

But speed must not destroy:

quality;

safety;

financial discipline;

corporate culture;

controllability.

If a company takes on more projects than it can execute with quality, such growth becomes a source of future problems.

We prefer sustainable expansion to chaotic scaling.

19.3. Growth Must Rest on a System

Every new level of scale requires a new level of organization.

A company of one hundred cannot be run the same way as a company of ten.

As the company grows, the following must develop:

the governance structure;

processes;

financial control;

HR;

HSE;

quality;

IT;

project management;

reporting;

knowledge management.

The system must develop slightly ahead of the business, not constantly catch up with it.

19.4. New Markets

SKRINEX must continuously evaluate opportunities to enter new markets.

At the same time, entry into a new country or industry must be based on analysis.

It is necessary to understand:

whether there is real demand;

what clients exist;

what the level of competition is;

what licenses are required;

what tax and legal requirements exist;

what personnel resources are available;

what risks are associated with the market;

what competitive advantage SKRINEX can offer.

A new country, in itself, is not an achievement.

The achievement is a sustainable and profitable business in that market.

19.5. New Industries

SKRINEX may develop new industry directions where there is a connection with our competencies or strategy.

Priority should go to directions in which we can leverage what we have already built up:

people;

experience;

certifications;

technologies;

client relationships;

the management system.

The greater the synergy with the existing business, the lower the risk of developing a new direction.

19.6. New Companies Within the Group

Creating a new company must have a specific function.

For example:

a separate market;

regulated activity;

a technology product;

a new country;

a joint venture;

a distinct investment model.

A new legal structure must answer the question:

"What new opportunity does it create for SKRINEX Group?"

If there is no clear answer, the need for its creation must be called into question.

19.7. Organic Growth and Acquisitions

The development of SKRINEX may occur both through its own expansion and through:

partnerships;

joint ventures;

investments;

acquisition of other companies;

integration of teams or technologies.

Any such transaction must be evaluated not only on price but also on:

what exactly is being acquired;

what competencies the Group gains;

whether the culture can be integrated;

what commitments and risks exist;

whether the deal creates real synergy.

19.8. Growth of the Client Base

SKRINEX must not become critically dependent on a single client.

Even a strong client must not become the sole foundation of the business.

The Group must seek to develop:

several major clients;

different industries;

different countries;

long-term framework relationships;

repeat projects.

Diversification increases resilience.

19.9. Growth Together with Existing Clients

A new client is important.

But a significant part of growth must come from developing existing relationships.

If a client already knows the quality of SKRINEX, we must understand:

what other tasks we can solve;

in which countries we can support them;

what additional competencies we can offer;

what technologies we can implement.

Growth together with a strong client is often more sustainable than constantly chasing only new contacts.

19.10. International Scaling

SKRINEX must seek to transfer successful models between countries.

If a particular competency has proven effective in one market, the possibility of using it in another must be evaluated.

This may relate to:

production services;

HSE models;

training;

engineering solutions;

technology products.

But scaling must take account of local legislation and market specifics.

19.11. Growth of Workforce Potential

The growth of SKRINEX is impossible without the growth of its own team.

People must be developed in advance for the company's next level.

We must not wait for a new large project to appear and only then start looking for all the necessary managers.

We must build a personnel reserve:

foremen;

site supervisors;

project managers;

engineers;

HSE;

commercial specialists;

managers.

Strong growth requires people ready to take on the next level of responsibility.

19.12. Growth from Within

Where possible, SKRINEX must develop future leaders within its own system.

A person who has grown up within the Group already understands:

the culture;

the clients;

the requirements;

the standards;

the real way of working.

External specialists are also necessary and can bring new experience.

But a healthy organization must be able to create its own leaders.

19.13. Attracting Strong People from Outside

Development based only on internal resources can limit a company.

SKRINEX must attract strong people from outside when they bring:

new knowledge;

a new market;

management experience;

technological competencies;

industry expertise.

But a new person must be capable of working within the values of SKRINEX.

High competence does not compensate for destructive behavior.

19.14. Investment in Training

As the business becomes more complex, people's qualifications must grow.

SKRINEX must invest systematically in:

technical training;

certification;

HSE;

management;

languages;

commercial skills;

digital competencies;

artificial intelligence.

Knowledge is the infrastructure of growth.

19.15. Technological Growth

The development of the Group must not be expressed only in an increase in headcount.

We must seek to increase the productivity of an individual and of a team through technology.

Growth can come through:

automation;

AI;

digital governance;

new tools;

better planning;

data.

Technological growth makes it possible to create more results without a proportional increase in structure.

19.16. Development of Proprietary Products

SKRINEX must strive to gradually build directions that can be scaled not only through man-hours.

Proprietary products, technologies and intellectual property can become an important source of future growth.

This applies especially to digital systems, AI, HSE and connected-worker solutions.

In this way the Group can gradually combine traditional industrial business with a more scalable technology business.

19.17. Financing Growth

Growth requires capital.

SKRINEX must understand in advance its sources of financing:

own profit;

credit lines;

leasing;

grants;

investors;

strategic partners;

joint ventures.

Financing must match the level of risk.

Long-term development cannot be built solely on a constant shortage of liquidity.

19.18. Reserves

A strong company must have a margin of safety.

Reserves are needed for:

cash flow gaps;

payment delays;

crises;

unexpected expenses;

investments;

new opportunities.

A company without reserves is forced to make decisions from a position of weakness.

A financial reserve creates freedom.

19.19. Growth of Profit

The goal of SKRINEX is not only growth in turnover.

We must seek to increase:

profitability;

the quality of revenue;

cash flow;

the value of the company;

the share of repeat business;

income from technologies and intellectual property.

Turnover shows the size of the activity.

Profit and cash flow show its sustainability.

19.20. Growth Without Losing the Culture

One of the main risks of rapid expansion is the dilution of corporate culture.

When many new people join the company, they must understand:

what SKRINEX is;

which standards are mandatory;

what behavior is acceptable;

what behavior is unacceptable.

The SKRINEX Constitution must become one of the instruments for preserving this culture.

19.21. Standardization

What has proven effective must become the standard.

SKRINEX must not start every new project from scratch.

We must create repeatable:

processes;

templates;

methods;

checklists;

training programs;

technical solutions.

Standardization accelerates scaling and reduces the number of errors.

19.22. Standardization Must Not Kill Flexibility

A standard is a starting point, not a prohibition on thinking.

If project conditions require a different solution, it must be possible, provided there is a professional justification.

A strong system combines the standard with the ability to adapt.

19.23. Measuring Growth

SKRINEX must measure development not only by revenue.

Important indicators may include:

profit;

cash flow;

the number of repeat clients;

the size of the personnel reserve;

productivity;

quality;

HSE;

the number of new competencies;

geography;

the share of proprietary technologies;

the level of management maturity.

Growth must be visible in the quality of the organization.

19.24. Ineffective Directions

A company must regularly evaluate its existing directions.

The historical fact of a division's existence is not a sufficient reason to keep it forever.

If a direction systematically:

fails to create value;

has no prospects;

absorbs excessive resources;

does not fit the strategy,

a change of model, sale, merger or closure must be considered.

Resources must go where they create the best future results.

19.25. Exiting a Project

Sometimes the best way to protect the company is to exit a project in time.

If a project becomes:

economically uncontrollable;

legally hazardous;

critically unsafe;

reputationally destructive,

management must be able to consider withdrawing, within the contractual possibilities.

Growth does not mean agreeing to any work.

19.26. Speed and Resilience

SKRINEX must maintain entrepreneurial speed even as the size of the Group increases.

A large company does not have to be slow.

For this, it is necessary to have:

delegation;

clear authority;

digital systems;

strong leaders;

the minimally necessary bureaucracy.

Size must create strength, not paralysis.

19.27. Long-Term Thinking

Some results of development may appear only years later.

This applies to:

reputation;

technologies;

training;

new markets;

the nuclear industry;

intellectual property.

SKRINEX must be able to invest today in what will create results tomorrow.

But a long-term idea must have a clear strategic logic.

19.28. Ambition

SKRINEX must not limit itself to its current size.

The Group must set ambitious goals.

We must be ready to compete for larger projects, work with the largest international clients, enter new countries and create our own technologies.

But ambition must be accompanied by competence.

We must grow to the level of our goals, not simply announce big goals.

19.29. Every Generation of SKRINEX Must Be Stronger

The company must not depend on preserving a model created once.

Each next stage of development must improve on the previous one.

New leaders must be stronger.

New systems — more effective.

New projects — more complex.

New technologies — more useful.

This is how the organization develops, generation after generation.

19.30. The Core Principle of Development

The philosophy of SKRINEX's growth can be expressed as follows:

Grow deliberately.
Do not confuse size with strength.
Develop people before the shortage appears.
Build the system before chaos emerges.
Invest in technology and knowledge.
Diversify markets and clients.
Scale what works.
Abandon what does not create value.
Preserve the culture while growing.

SKRINEX must become bigger only when it makes the Group stronger, more resilient and more valuable.

20. The Principle of Unity of SKRINEX Group

20.1. One Group — Common Principles

SKRINEX Group brings together different companies, directions, countries, teams and competencies.

These differences are our strength only when they exist within a single system of values and rules.

Therefore, no matter which SKRINEX company a person works in, they should recognize the same foundation:

- responsibility;
- professionalism;
- safety;
- quality;
- discipline;
- respect;
- a focus on results;
- honesty;
- initiative;
- development.

Legal forms may differ.

Markets may differ.

But the fundamental principles of SKRINEX must remain the same.

20.2. Different Companies — One Culture

SKRINEX Industrial, SKRINEX DE, SKRINEX Atom, SKRINEX Urban and the future companies of the Group may have different functions.

But their internal cultures must not contradict one another.

An employee moving from one SKRINEX company to another must feel that they remain within one system.

A unified culture means:

the same attitude to responsibility;

an equally high standard of safety;

a common approach to the client;

respect for people;

clear leadership;

zero tolerance for corruption and deliberate violations;

a common understanding of what the SKRINEX name means.

20.3. The Common Interest Above Local Convenience

Every company has its own financial and operational goals.

But local interest must not systematically contradict the strategic interest of the Group.

Sometimes a company needs to:

transfer a specialist;

share equipment;

help another project;

give up part of a short-term gain;

support the development of a new company;

hand over a competency.

If such an action creates greater common value for SKRINEX Group, it must be regarded as a normal part of the group model.

20.4. Unity Does Not Mean the Absence of Boundaries

The principle of unity does not abolish:

legal independence;

financial responsibility;

tax requirements;

contractual relationships;

corporate governance;

the responsibility of managers.

Unity must not turn into informality.

On the contrary, a strong Group combines:

unity of strategy and culture with clarity of legal and financial responsibility.

20.5. Shared Resources — a Common Advantage

One of the main advantages of SKRINEX Group is the ability to pool resources.

This applies to:

people;

equipment;

engineering competencies;

client relationships;

technologies;

financial capabilities;

knowledge;

management.

The resource of one company can become an advantage for the entire Group if it is lawful, economically justified and properly organized.

20.6. A Uniform Standard Before the Client

A client must not experience the internal boundaries of SKRINEX Group as a problem.

No matter which company concluded the contract, the client must see:

a uniform level of professionalism;

a common approach to safety;

a uniform standard of quality;

a single business culture;

coordinated communication.

Internal structure exists to increase efficiency, not to create difficulties for the client.

20.7. One Brand — One Responsibility

Every company using the SKRINEX name benefits from the shared reputation.

At the same time, it assumes shared responsibility for protecting the brand.

The mistake of one company can affect trust in the entire Group.

The success of one company also strengthens everyone.

Therefore the SKRINEX name cannot be used without accepting the standards described in this Constitution.

20.8. No Internal Rivalry to the Detriment of the Group

Competition within the organization is acceptable if it motivates teams to become better.

But it becomes destructive if it leads to:

hiding information;

fighting over clients;

blocking resources;

poaching employees;

discrediting colleagues;

creating conflicts.

Such behavior weakens the entire system.

SKRINEX must be built on collaboration, not on internal strife.

20.9. Unity Before the Outside World

External parties must see a coordinated position from SKRINEX Group.

Internal discussions are necessary.

Disputes are permissible.

Different opinions are useful.

But once a decision is made, the Group must act in a coordinated manner.

Internal conflicts must not be carried out to the client, partner or market.

20.10. Shared Responsibility for a Problem

If a problem arises in one company, the other structures of SKRINEX must not automatically distance themselves with the words:

"This is not our problem".

If the problem may affect:

the client;

reputation;

a shared project;

finances;

strategy;

it is necessary to assess whether the Group can help.

Assistance may be operational, managerial, technical or expert.

A strong Group supports a weak spot until it becomes strong again.

20.11. Shared Responsibility for Success

The success of a project must not be perceived solely as the victory of one company.

If the following contributed to the result:

other divisions;

personnel;

engineers;

finance;

technologies;

management,

it is the success of the entire system.

Recognition must reflect the real contribution of people and companies.

20.12. Sharing Best Practices

If one SKRINEX company has found a more effective way of working, it should, where possible, be spread within the Group.

This applies to:

HSE;

quality;

project management;

finance;

HR;

technologies;

commerce.

The Group must accelerate its own development through the internal exchange of experience.

20.13. One Mistake Must Not Be Repeated Across Companies

If one SKRINEX company has already faced a problem and learned a lesson, the others must not go down the same path again.

The lesson must become knowledge of the Group.

For this, it is necessary to:

document the experience;

share the information;

update procedures;

train other teams.

The strength of a large organization lies in its ability to learn faster than a single division.

20.14. Shared Technological Solutions

Technologies developed within one company must be evaluated from the perspective of the entire Group.

If a solution can improve safety, quality or productivity in other directions, it must be available for scaling.

SKRINEX must strive to create a single technological foundation, not a multitude of incompatible systems.

20.15. A Common Workforce Potential

SKRINEX Group must gradually build a common picture of the available people and competencies.

We must understand:

who holds a particular qualification;

who is capable of managing a new project;

where there is a free resource;

where there is a shortage;

who is ready for the next level of responsibility.

The personnel system must support the entire Group.

20.16. Unity in a Crisis

The true quality of a group of companies is especially visible during a crisis.

When the situation is difficult, the companies must:

exchange information quickly;

provide the necessary support;

coordinate external communication;

make decisions in the interests of the Group;

refrain from looking for internal culprits until the situation is stabilized.

First, people, the client and the company must be protected.

The analysis of responsibility is carried out after stabilization.

20.17. Unity Without Bureaucracy

A common system must not mean that every decision requires the approval of all companies.

Unity must create speed, not slowdown.

For this, there must be:

clear authority;

decision levels;

common standards;

autonomy where it is effective.

A company must be independent in its operational activity but aligned with the strategy of the Group.

20.18. Common Strategy — Local Initiative

SKRINEX must combine two levels.

At the Group level, the following are defined:

the common strategy;

the brand;

fundamental standards;

major investment decisions;

key directions of development.

At the level of an individual company, freedom must be preserved:

to work with the local market;

to make operational decisions quickly;

to develop clients;

to propose new initiatives.

This balance makes it possible to combine scale with entrepreneurial speed.

20.19. A Company Head Is Part of the Group's Leadership

The head of an individual SKRINEX company must not think only in terms of the interests of their own legal entity.

They must understand:

the strategy of the entire Group;

collaboration with other companies;

shared resources;

the reputational consequences of their decisions.

The higher a person's managerial level, the wider the horizon of their responsibility must be.

20.20. The Principle of Mutual Support

Within SKRINEX there must be a culture:

"If I can help another division without unreasonable damage to my own work, I will consider helping".

This does not mean the uncontrolled transfer of resources.

But it does mean the readiness to think about the results of the entire Group.

20.21. A Common Name Requires a Common Level

A strong brand must not be used without upholding its standard.

If a company systematically fails to meet the SKRINEX requirements in:

quality;

safety;

ethics;

financial discipline;

attitude to people,

the leadership of the Group must intervene.

Belonging to SKRINEX is not only an advantage but also a commitment.

20.22. Expansion Must Strengthen Unity

Every new company must integrate into the SKRINEX system.

It must understand:

the mission;

the vision;

the values;

corporate standards;

the principles of collaboration.

Growth in the number of companies without cultural integration creates a conglomerate.

SKRINEX aims to build precisely a Group.

20.23. Unity Through the Constitution

This Constitution is one of the main elements uniting SKRINEX Group.

It does not replace:

charters;

contracts;

procedures;

policies;

local laws.

It defines the common foundation on which these systems must develop.

A new SKRINEX company must accept the principles of the Constitution as part of its belonging to the Group.

20.24. The Essential Above the Structure

As the company grows, the organizational structure will change.

There will appear:

new divisions;

new companies;

new leaders;

new markets.

But structure must not become more important than purpose.

SKRINEX exists to create results, value and long-term development.

The organizational chart is an instrument for achieving these goals.

20.25. SKRINEX Group as a Single System

In a mature model, each company must strengthen the others through its own specialization.

An industrial company creates production expertise.

A national company creates local presence.

A specialized company creates industry competence.

A technology company creates new tools.

Together they create capabilities that none of them could create alone.

20.26. The Strength of the Group

The strength of SKRINEX Group is measured not by the number of companies in the structure.

It is measured by how effectively they are able to work together.

If five companies act in complete isolation, these are five separate businesses.

If they are able to jointly use:

people;

knowledge;

clients;

technologies;

finances;

infrastructure,

a true Group emerges.

20.27. The Formula of Unity

We must strive for a model of:

one strategy;
one culture;
one brand standard;
a common system of knowledge;
a common pool of resources;
clear legal responsibility;
strong local initiative.

This way SKRINEX can remain both agile and large-scale.

20.28. The Core Principle of Unity of SKRINEX Group

The principle of unity can be expressed as follows:

We may work in different countries.
We may operate through different legal entities.
We may perform different kinds of activity.
We may speak different languages.

But when the SKRINEX name is used, common values, common standards and common responsibility for the reputation of the entire Group apply.

No SKRINEX company should exist apart from the common success.

The strength of each company lies in the strength of the Group.
The strength of the Group lies in the ability of its companies to act as a single system.

21. Final Provisions

21.1. The Purpose of the Constitution

This Constitution of SKRINEX Group is the foundational corporate document that defines:

- the identity of the Group;
- its mission and vision;
- its key values;
- standards of conduct;
- leadership principles;
- the attitude to clients;
- the attitude to employees;
- requirements for safety and quality;
- the rules of collaboration between companies within the Group;
- the approach to development and growth.

The Constitution does not replace local legislation, charters, contracts, internal policies, procedures or instructions.

It defines the foundation on which these documents must be developed and applied.

21.2. The Priority of Law

No provision of the Constitution may be interpreted as a basis for violating applicable legislation.

If local legislation establishes stricter requirements than the internal principles of SKRINEX, the corresponding legislative requirements apply.

If local legislation permits a lower standard than the internal requirements of SKRINEX, the Group has the right to apply its own higher standard, provided it is lawful and practically justified.

21.3. The Uniform Binding Force of the Principles

The principles of the Constitution apply to all companies comprising SKRINEX Group.

They extend to:

leaders;

employees;

project teams;

functional divisions;

new companies joining the Group.

The higher a person's position, the greater their duty to demonstrate compliance with these principles by personal example.

21.4. The Constitution as a Reference Point for Decisions

Not every situation can be described in advance by a procedure.

Therefore the Constitution must be used as a frame of reference in cases where:

there is no ready-made instruction;

there is a conflict of interests;

a non-standard decision must be made;

a choice must be made between several permissible options;

ethical or managerial uncertainty arises.

In such situations, a decision must be evaluated not only by formal permissibility but also by its consistency with the fundamental principles of SKRINEX.

21.5. The Question That Must Be Asked

When making a significant decision, an employee or manager must be able to ask themselves several questions:

Is it lawful?

Is it safe?

Is it honest?

Does it serve the interests of the client and SKRINEX Group?

Am I ready to explain this decision professionally to my manager, the client and my colleagues?

Will this decision strengthen or weaken the SKRINEX name?

If the answers raise serious doubts, the decision must be reconsidered or escalated.

21.6. The Responsibility of Management

The top management of SKRINEX Group bears special responsibility for preserving the Constitution not as a formal document but as a genuinely functioning system of principles.

Management is obliged to:

follow it through its own conduct;

take it into account when making key decisions;

not require employees to take actions that contradict its principles;

develop internal systems in accordance with it;

respond to serious violations.

If the behavior of management contradicts the Constitution, the document quickly loses its real meaning.

21.7. Familiarizing Employees

The Constitution must be made available to the employees of SKRINEX Group in an understandable form.

Where necessary, it may exist:

in a full version;

in an abridged version;

in translations into the languages of the countries of presence;

in digital format;

as training materials;

as separate practical principles for workplaces.

The goal is not to make every person memorize the document.

The goal is for employees to understand the basic principles of conduct and decision-making within SKRINEX.

21.8. Inclusion in Onboarding

Familiarization with the Constitution must become part of onboarding new employees and managers into the company.

A new person must understand not only:

their position;

their working conditions;

the structure;

the procedures,

but also the culture of the organization they are joining.

This is especially important for managers.

A person taking on a managerial role must understand what leadership style is expected within SKRINEX.

21.9. The Constitution and Internal Policies

The policies and procedures of SKRINEX must elaborate on the principles of the Constitution.

For example:

the HSE Policy must elaborate the principle of safety;

the Quality Policy — the principle of quality;

the Code of Conduct — ethics and conduct;

the HR Policy — the attitude to people;

the Delegation of Authority — authority and responsibility;

the Compliance Policy — legality and anti-corruption requirements.

Thus, the Constitution sets the top level, while individual policies turn the principles into concrete mechanisms.

21.10. The Constitution Must Not Create Excessive Bureaucracy

The purpose of this document is to help the company make better decisions.

It must not turn into an additional bureaucratic layer.

If any internal process is created with reference to the Constitution, it must have a practical purpose.

SKRINEX must strive for simple and working systems.

21.11. Violations of the Principles

Not every deviation from the Constitution is automatically a disciplinary violation.

The following must be taken into account:

the nature of the action;

the intention;

the consequences;

recurrence;

the level of responsibility;

applicable legislation and internal procedures.

However, serious or deliberate violations of the fundamental principles must receive an appropriate response.

This applies in particular to:

safety;

corruption;

fraud;

deliberate concealment of critical information;

discrimination;

intentional damage to the company or a client.

21.12. The Right to Raise a Concern

Every employee has the right to call attention to a decision or action that, in their view, contradicts the Constitution.

Such a concern must be considered professionally.

A person must not be persecuted merely for raising a problem in good faith.

At the same time, this right must not be used for manipulation, personal conflicts or unfounded accusations.

21.13. The Principle of Good Faith

The Constitution must be applied in good faith.

Individual provisions must not be used selectively, only when they are convenient.

For example, one must not invoke initiative and ignore responsibility.

One must not invoke results and ignore safety.

One must not invoke the interest of the Group and ignore the law.

The principles must be considered as a whole.

21.14. Revision of the Constitution

SKRINEX Group will develop.

Changes will occur in:

markets;

technologies;

the structure of the Group;

regulation;

the scale of the company;

the ways of working.

Therefore the Constitution must not be regarded as an unchangeable document.

It may be revised if the development of the Group requires clarification or supplementation of the principles.

21.15. What Must Not Change Easily

At the same time, the Constitution must not be changed for the sake of short-term convenience.

Fundamental values must remain stable.

Above all:

respect for life and health;

responsibility;

honesty;

professionalism;

quality;

respect for people;

legality;

protection of reputation.

Strategies may change.

Organizational structures may change.

Technologies may change.

Fundamental principles must retain continuity.

21.16. The Procedure for Amendment

Significant amendments to the Constitution must be approved at the level of the leadership of SKRINEX Group.

Before making amendments, it is necessary to understand:

why they are needed;

what problem they solve;

how they will affect the companies of the Group;

whether they create contradictions with other principles.

The new edition must be made available to the companies and leaders of the Group.

21.17. A Living Document

The Constitution must develop together with the real experience of SKRINEX.

Sources of its further development may include:

successful projects;

mistakes;

crises;

new technologies;

new countries;

new business models;

employee feedback;

client feedback.

A strong document learns together with the organization.

21.18. Continuity

SKRINEX Group must be built so that its culture does not depend solely on the personality of a single founder or a single leader.

People will change.

Leaders will change.

The ownership structure may also change over time.

But the fundamental principles that made SKRINEX strong must be preserved.

The Constitution is one of the instruments of such continuity.

21.19. The Responsibility of Future Leaders

Every future leader of SKRINEX receives not only a position and authority.

They receive responsibility for preserving and developing a particular culture.

Their task is not simply to run the existing business.

They must pass on to the next generation a company that is:

stronger;

more resilient;

more professional;

more technology-driven;

with a better reputation.

21.20. The Constitution and the Growth of the Group

When creating or adding a new company, it is necessary to evaluate not only commercial compatibility.

Cultural compatibility is no less important.

The new structure must be ready to adopt the fundamental standards of SKRINEX.

The Group must not grow at the cost of destroying its own identity.

21.21. Different Countries — One Foundation

SKRINEX Group may operate in countries with different:

laws;

cultures;

business traditions;

languages.

We must respect these differences.

But they must not become an excuse for abandoning the fundamental standards of the company.

Local adaptation is permissible.

Abandonment of the basic principles is not.

21.22. It Is Not the Document That Creates the Culture

This Constitution, by itself, is not capable of creating a strong company.

Culture is created by daily decisions.

If the document says one thing and people systematically do another, their actions become the company's real Constitution.

Therefore the most important task is not the existence of a text but the consistency of behavior with the declared principles.

21.23. From Words to Practice

Every principle of this Constitution must, over time, find practical expression.

For example:

responsibility — in the system of authority;

safety — in Stop Work Authority;

development — in training;

quality — in control;

entrepreneurship — in the support of initiatives;

the unity of the Group — in the shared use of resources;

innovation — in real pilots and products.

This is how values turn into a working system.

21.24. The Main Criterion

The Constitution fulfills its function if it helps people make the right decisions even when no manager is nearby.

If an employee understands:

what SKRINEX considers right;

what is unacceptable;

which interests must be taken into account;

when to stop;

when to act;

then the culture has become part of the organization itself.

21.25. What We Want to Leave Behind

SKRINEX Group must create not only financial value.

We want to leave behind:

a strong international company;

qualified people;

successful industrial projects;

new technologies;

safer ways of working;

knowledge;

reputation;

a corporate system capable of developing further.

This is precisely what distinguishes the long-term building of a company from short-term business.

21.26. The Final Formula of SKRINEX

This Constitution can be reduced to a few fundamental principles:

We deliver what we promise.

We are accountable for our own results.

We do not place production above human life.

We tell the truth, even when it is inconvenient.

We respect professionalism and human dignity.

We constantly look for a way to make the work better.

We use technology to empower people and production.

We think not only about the individual company but also about the strength of the entire SKRINEX Group.

We defend the SKRINEX name with every decision we make.

21.27. Final Statement

SKRINEX Group is not merely a collection of legal entities, projects, contracts, equipment and employees.

It is a system of people united by a shared responsibility for what they create.

We want to build a Group that clients trust.

A Group in which strong people want to develop.

A Group capable of executing complex industrial tasks.

A Group that uses technology to create safer and more efficient production.

A Group that becomes stronger after every project and every lesson learned.

And no matter how large SKRINEX Group becomes in the future, one principle must remain unchanged:

The SKRINEX name must have meaning.

It must stand for:

responsibility;
professionalism;
safety;
quality;
development;
results.

This is the foundation of the Constitution of SKRINEX Group.