

Culture Book

One Balanco

In this culture book...

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balanco

Balanco Group

Founded: 2015

Industry: Accounting

Ownership: A fund managed by Voland Partners, Mikko Marttunen, Vinst Venture Oy/Antti Voittonen, Udden Ekonomi AB/Edith Lau, and several minority shareholders.

Balanco Group is an ambitious frontrunner in the accounting industry, driven by an uncompromising service mindset and a progressive approach to developing the industry.

01

Intro

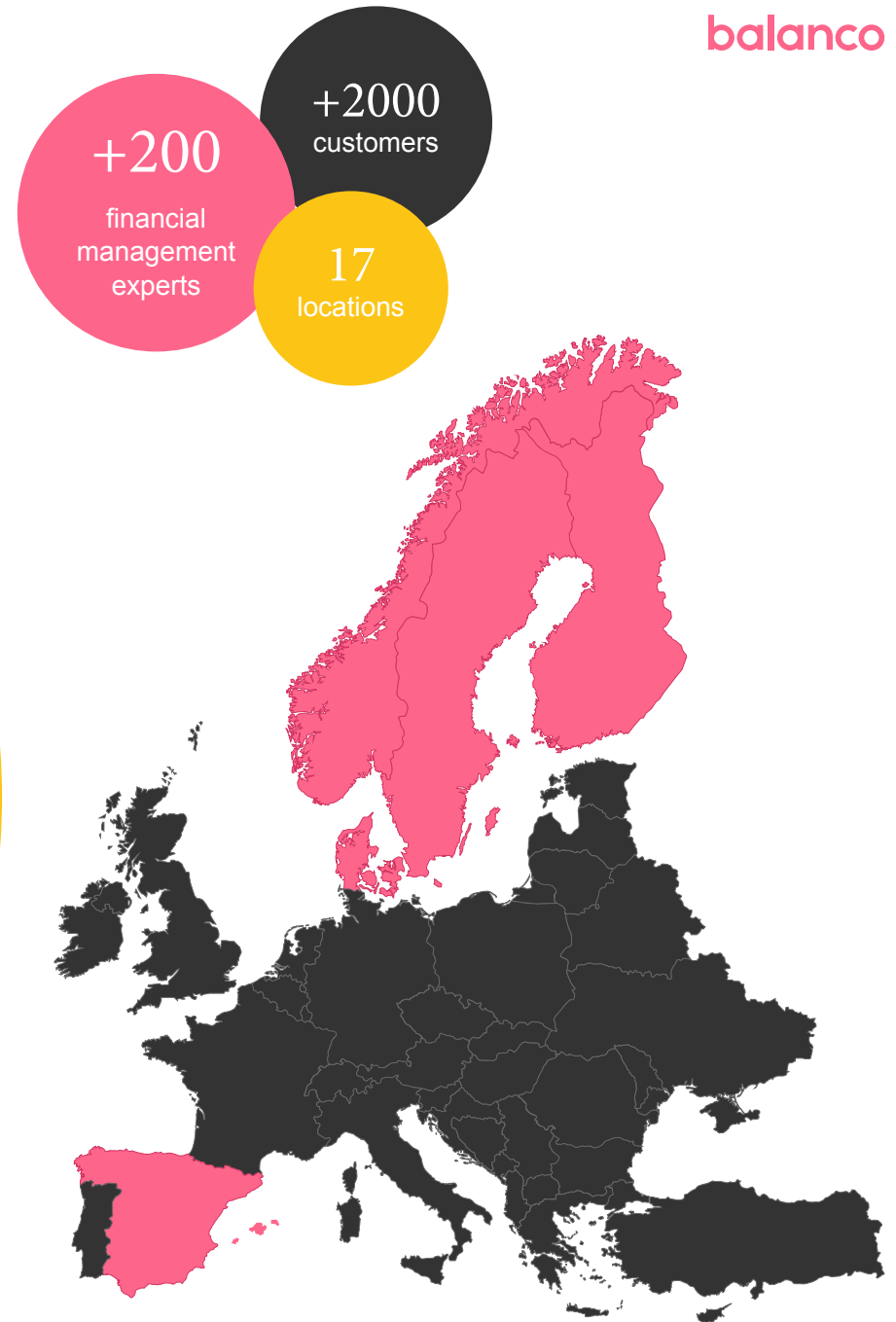
Over the years, we have grown, evolved, and succeeded through strong collaboration. We can be proud of our history, but our focus must remain firmly on the future. In order to continue developing, we must also nurture and renew our culture. Standing still is not an option. This is the moment for us to reflect and strengthen what defines us.

Our culture plays a significant role in achieving our strategic goals. It forms the foundation of our everyday work and is the cornerstone of our employees' well-being. The people and a strong culture are also key to our future success. We're still on our journey, so there's still a lot for us to improve and learn. This Culture Book has been created to strengthen and clarify what Balanco is now, what we want to be and what it means to be part of Balanco in the future.

The Culture Book was created in 2025 in collaboration with all of Balanco Group's over 200 employees, each of whom had the opportunity to share their thoughts in various workshops and meetings.

We hope this book provides you with plenty of valuable insights and inspires you with fresh perspectives.

Welcome to get to know us!



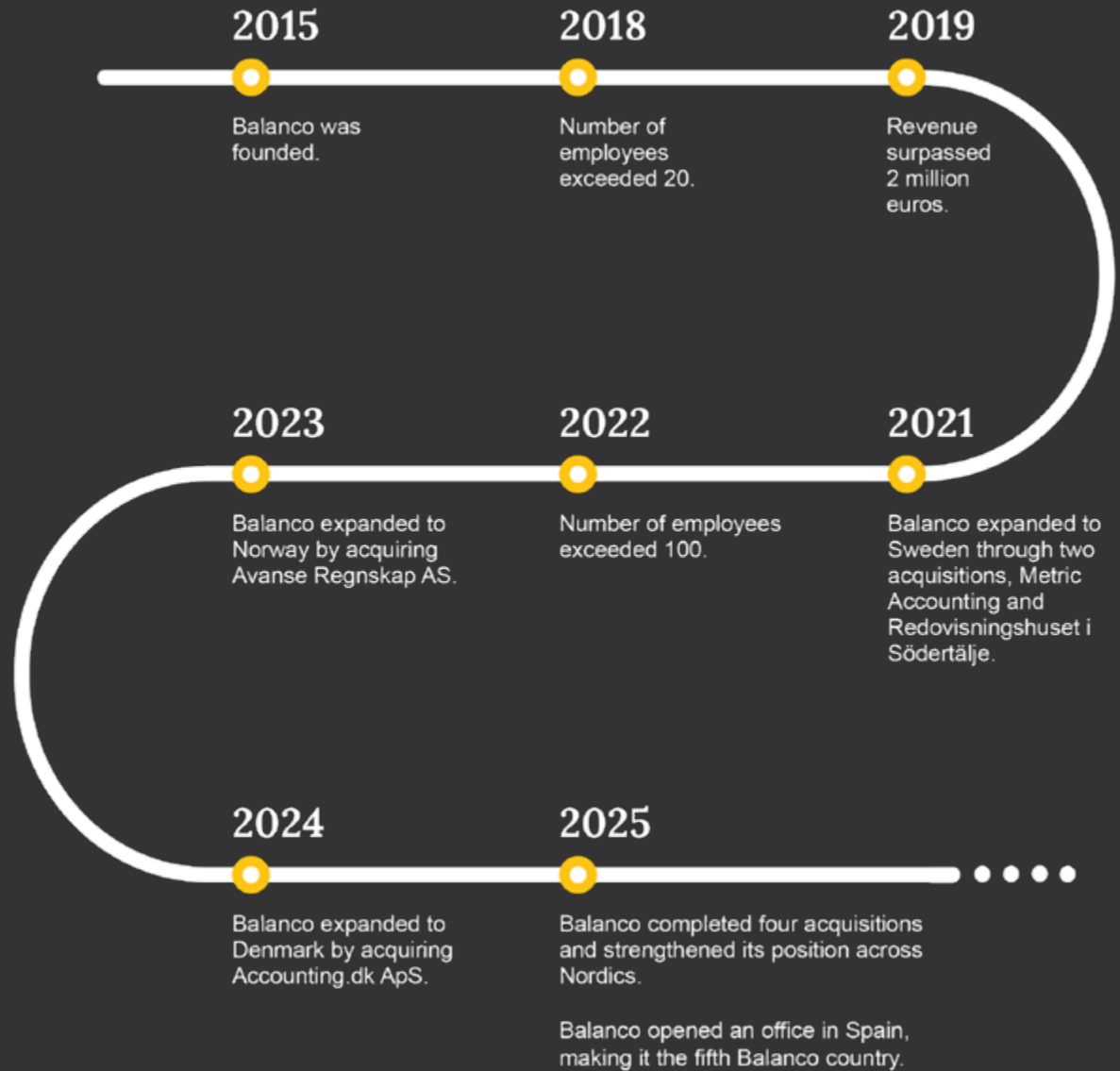
Who we are

Balanco in brief

Founded in 2015 in Finland, Balanco was born from a shared ambition to rethink financial services. What started as a small, brave idea has grown into an international company built on openness, courage, and ownership. From day one, our mission has been clear: to challenge tradition and create smarter, more human ways of working through technology and trust.

Our international expansion began in Sweden in 2021, marking the start of our broader journey across the Nordics and Europe. Since then, we've grown beyond Finland and Sweden to Norway, Denmark, and Spain. We build strong local teams and one shared culture. Today, over 200 professionals across five countries help businesses thrive through accounting, payroll, hr, legal, and financial services, powered by automation, data, and genuine partnership.

What truly defines Balanco is our people: open to learning, brave in facing change, and owning every outcome. Together, we're shaping the future of financial management, one that's smarter, more connected, and deeply human.



Our values

We are Open

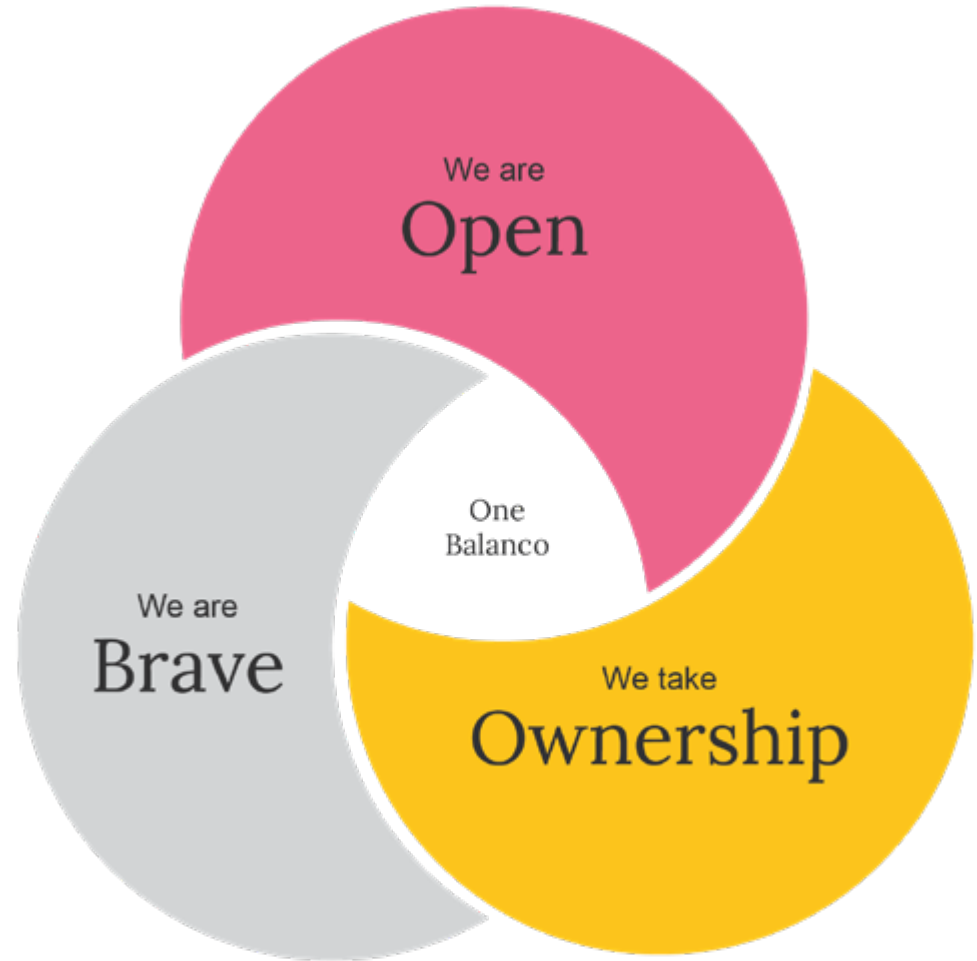
Openness at Balanco means embracing new ideas and continuous learning and being genuinely curious about different perspectives. Honesty, transparency, and open communication are the ways we build strong collaborations with our teams, clients and stakeholders. By welcoming diversity and encouraging everyone to share their thoughts and experiences, we create a supportive community where everyone can be themselves, and where respect and inclusion are the foundation for growth and innovation.

We are Brave

Being brave at Balanco means nurturing curiosity and having the courage to step into the unknown. We value the willingness to try new things, learn from both successes and mistakes, and support each other in facing challenges. Bravery is about daring to ask questions, speak up, and embrace change for our own growth and the success of the whole team.

We take Ownership

Ownership at Balanco is about taking responsibility for our work, decisions, our own growth and development, both as professionals and as individuals. We hold ourselves to high standards of professionalism and accountability. We take ownership of delivering value to our clients. Beyond that, we act responsibly toward the environment, people, and society. We trust each other to follow through on our commitments and always aim for the best result.



Our culture

Foundations of our culture

Balanco's culture is a unique blend of shared values and diverse sub-cultures. As a growing organization with multiple locations and business units operating across countries and legal frameworks, we tailor our practices to country-specific requirements. At the same time, we uphold a consistent, fair global philosophy of care so that everyone experiences our culture similarly, even when local details vary. We are proud to nurture local and team-specific ways of working while continuously strengthening the common culture that unites us all.

At the heart of our culture is trust. Trust in our people and their expertise. We believe in a non-hierarchical, open, and inclusive working environment, where everyone is encouraged to participate, share ideas, and contribute to our collective success. Every individual is important in our community: everyone should feel seen, heard, and valued.

We embrace joint responsibility and believe that collaboration leads to better results. Sometimes the common good also requires stepping outside one's comfort zone and making compromises. By working together and considering the bigger picture, we ensure the long-term benefit of our entire organization.

We recognize the importance of social interaction and team unity

By spending time together, both at work and in more informal gatherings, we strengthen the bonds that make our company a place where people are proud to be part of.



Flexibility is key to our ways of working

We support a work-life balance and understand that people's needs differ. Our culture encourages open communication and adaptability, allowing us to respond to both professional and personal circumstances.



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Our culture

Working together

We are an international company that is built on trust, transparency, and practical collaboration. We invest time in getting to know each other, and we communicate early and clearly to keep trust high.

We stay curious about how the business works in each country — customers, markets, and ways of working — so we make better decisions together.



We respect boundaries: people’s time and focus, cultural differences, and the fact that legal and regulatory rules vary by country. We share work that has already been done to avoid reinventing the wheel. Most importantly, we exchange local strengths and expertise, so we learn from each other.

With us everyone can be themselves. We value individuality and diverse perspectives. We succeed best when authenticity meets our shared ways of working. The expectations below apply to all roles and levels and guide how we aim to work every day.

- We build team spirit and respect everyone.
- We follow our routines and standards.
- We collaborate and share knowledge.
- We communicate early, clearly, and to the right people.
- We think business; take ownership end to end.
- We are helpful and open to help.



Our culture

Leadership in action

Good leadership is the foundation of everything. A good leader makes employees and teams' shine. At the same time, as a fast-growing company, employees should have enough freedom to manage their own work and the initiative to make decisions related to their own work.

We give real responsibility and trust people to own outcomes, setting clear context so decisions can be made close to the work. As leaders we stay available and approachable, signaling that conversations are welcome and support is close at hand. We stand behind our teams.

Communication is one of the most important qualities of a leader. We aim to act transparently and communicate early, clearly, and often.

At Balanco we lead with an open and humble mindset. We coach rather than micromanage. We learn continuously by seeking feedback, sharing lessons, and treating mistakes as data for improvement. We are here to help, offering time, tools, and support so people can do their best work. We pair honesty with compassion: we are kind even when we are direct. We challenge ideas — never people. Titles don't define worth here.



04

Our culture

Learning and feedback

The world around us is changing fast, and that brings pressure to evolve. Technology is reshaping working life and will continue to transform how we work. To keep pace, we must grow as a company and help our people to grow with us.

Learning is not one-size-fits-all. Because we operate in multiple countries, we respect different local needs while holding ourselves to shared standards. Each country shapes development to its context and customers, and we learn from one another across borders.

Our people range from senior professionals to those early in their careers. Everyone has a unique background, so development should reflect individual situations. We have regular conversations about future goals and the skills each person requires. Goals should link personal ambition with team and business priorities, including country specific requirements.

Development happens in many ways. It is more than studying theory. One of the most effective ways to learn is from one another. Feedback also fuels progress. We encourage timely, constructive feedback in everyday work, not just during annual reviews.

At Balanco we provide structure, opportunities, and support. Each person takes ownership of learning and managers enable and coach. When we all do our part, development becomes a habit and shared advantage. As a growing company we have created several career paths. We will continue to do so when employees are motivated, and we have a suitable role.



04

Our culture

Wellbeing and support

People do their best when they feel seen, supported, and trusted. Our approach to care combines strong, human-centered leadership with practical policies that help employees thrive in different life situations and across different countries.

Good leadership and genuine connection

Good leadership is the foundation of employee wellbeing. We expect our leaders to listen, provide clear direction, give timely feedback, and create psychological safety. We prioritize regular one to one meetings, open communication, and timely recognition, ensuring every employee is seen as an individual and has opportunities to grow.



Flexibility and wellness

We trust people to manage their work in ways that support performance and balance. Flexible working hours help employees align work with life's realities and different time zones. We provide access to quality health care appropriate to each country, and we support both physical and mental wellbeing. Our aim is early support and easy access to help when it is needed

Community and belonging

Strong relationships make strong teams. We nurture community through social events at multiple levels including team, country, and group, from informal gatherings to larger cross country get togethers. These moments help us build trust, share knowledge, ups and downs and celebrate together.

Our commitment

Caring for our people is a continuous commitment. We listen, learn, and evolve our practices together as our company and the world around us change.



05

Our Future

Open, Brave, and Owning It

Balanco has been a growth company for years, driven by people who dare to dream, build, and make a difference. Every step forward has been fueled by openness to new ideas, bravery to face challenges, and ownership of both our successes and our setbacks. Together, we keep moving, also through the hardest moments. Growth is not just our goal; it's our mindset.

Balanco people are known for their determination and ability to adapt to whatever the future holds. We are proud of who we are, what we have achieved and how we continue to learn. Openness keeps us connected and curious. Bravery gives us the courage to change. Ownership reminds us that everything we stand for is built on responsibility and trust.

Our vision for the future is a seamless mixture of people and technology, where creativity, intelligence, and empathy define the next era of financial management. Balanco will continue to lead as an open, brave, and accountable pioneer, shaping the future of work with heart and purpose.

