

**GOFORE**

# Culture Book

Be the culture you want to be surrounded by



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# Hey there!



## Welcome aboard our culture journey!

This is our collective effort to capture and share the essence of what we aspire to be as Gofore. To bring it to life, we've involved a huge number of Goforeans via surveys, interviews, team discussions, and polls. A big thank you to everyone!

We'll walk you through our shared values and practices, expectations and success factors. They will help you understand how Gofore's culture becomes unique through our daily actions, and how it could evolve for us to prosper in the future. It's also a celebration of our successes and the diverse paths we've traveled so far.

Our success story is written by our people and rooted in our culture. To continue the story, we need to keep evolving, make decisions that support our community, and be ever-inspired by our diverse crew.

## Our success story is written by our people and rooted in our culture

Dive into the **four forces of our culture** that help us create an exceptional experience for both Goforeans and our customers. Gofore is a place for growth, sharing, reflection, and pride. Whether you're a newbie or seasoned Goforean, we encourage you to take your time to explore these pages and reflect on how you can contribute to and benefit from our vibrant community.





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# How we see culture

**Gofore exists to create a positive impact**

for our customers, ourselves, and the world around us through ethical digitalisation.

Sounds ambitious, right? Well, it is, and that's how we want it to be. It takes more than smart strategies and skills – it requires a special mindset. Our determination to add value to everything we do and create positive impact is what makes our culture stand out.

For us, culture is not just fun events, family days or SummerGamp parties (although we do love those too!). Culture is something that is woven into our everyday work life, supporting interactions and steering us towards our goals. It's about making decisions that align with our values. Our culture is a shared way of working, and every Goforean is responsible for building that culture every day.

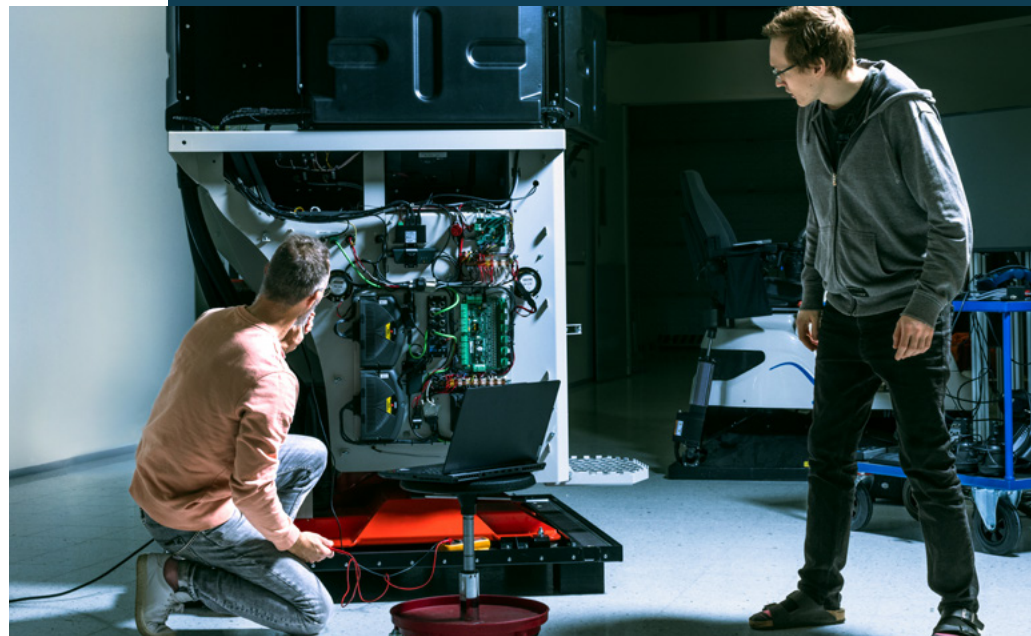


Our brand is the promise we make to our customers and employees, and our culture plays a key role in how we deliver on that promise. Together, they shape the overall experience people have with us.

As we've grown, our culture has naturally evolved. It's no longer ours alone – it now encompasses our customers, subcontractors and partners, extending the Goforean way beyond our employees. We're bigger now, and more people rely on us. It's awesome, but it also means we have new responsibilities to consider when working on our culture.

OUR VALUES

Gofore is a  
great workplace  
for everyone



We thrive  
on customer  
success

# Culture has our back when...

Just because something has worked before doesn't mean it's the only way forward. As we reflect on our journey to becoming one of Finland's top digital transformation consultancies – and set our sights on new regions such as DACH – we're reminded that we need to keep evolving.

Making an impact means we must always be learning. That's why our culture needs the agility and resilience to not just adapt but thrive in a world of constant change.

## **The world is changing**

Navigating global uncertainties and changes can chip away at our feeling of security. Technological advancements, multilocational work dynamics, and global political and economic uncertainty – you name it! Our culture helps navigate these changes by giving our work a clear sense of purpose. Staying focused on our purpose and ambitions enables us to stay aligned with our customers' needs and find clarity even amid uncertainty.

## **Work is changing**

Living in the era of AI accelerates the evolution of our work. Tasks that once required human input are now handled by machines, while other tasks will call for even more of our creativity and strategic thinking. Simultaneously, the meaning of a physical workspace is shifting. While we have been pioneers in hybrid work, the changes in working locations affect both us and our customers. Whether working remotely, in the office, or collaborating across time zones, our culture keeps us grounded, flexible, and ready for what's next.



## We are changing

As we grow and welcome aboard new teams around the globe, we've become more diverse, bringing together a variety of viewpoints, backgrounds, and skills. We are not trying to cram everyone in the same mold but rather reshape the mold to accommodate new teams and ideas. Diverse contributions are welcomed as they guide us in the right direction, including everyone to feel part of something bigger.

## I am changing

As professionals and individuals, we're constantly evolving. What works today might not work tomorrow as our needs and priorities change. Our culture is here to support us in reflecting on these transitions – career growth, family commitments, or personal goals – so we can choose the paths that are right for us.



All these changes have led us to wonder: what kind of culture do we need to succeed in the future? That's the big question we've been working on together. Keep reading this book to see how the four forces of our culture help us thrive.



The single defining characteristic of our culture is togetherness. It unites our strengths, draws from positive examples within our community, and gives us the power to face challenges as one.

**Together** is how we connect with each other and our customers, ensuring no one is left to pursue their goals alone. It goes beyond collaboration by striving for a community where everyone feels supported, valued, and encouraged.

Togetherness also drives the four key forces that shape our culture. Together, we **Connect**, **Trust**, **Grow**, and **Succeed**. Each of these forces ensures our individual contributions align with the bigger picture, bringing us closer to a meaningful shared future.





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Connection-fostering routines include team meetings, shared breakfasts, office days, glubs, stretch breaks, thank-yous, and the ‘Praise’ channel on Slack.”

We want to ensure our decisions are well-grounded and rooted in the things that are especially important to us – people, customers, business and future – and that our decisions are positively reflected in Goforeans’ everyday lives. Every Goforean should have a community they belong to, be it an on-site team, project team, capability team, or a group of Goforeans with a shared hobby.

The Goforean way to connect is human and friendly, creating an environment where each person feels like they belong. Both colleagues and customers are treated primarily as people, appreciated for not only for their work but who they are as individuals. By fostering caring, welcoming and meaningful relationships, we create an environment where innovation and collaboration occur naturally.

89%

**of our crew think we help each other when needed**

(Employee experience survey 2024)

It’s the responsibility of every Goforean to keep these connections alive and thriving. We win when we listen to each other. It also ensures that our customers feel valued and understood. Even when a customer only interacts with one of us, they’re getting the brainpower and capacity of the whole crew. We collaborate, exchange insights, and solve problems behind the scenes together to achieve our shared goals.

# Make it happen

- Be **authentic** and **friendly**.
- **Don't be afraid of failure:** embrace it and share the things you learn.
- Treat **everyone equally** – no playing favourites.
- **Give public praise, share constructive feedback** in private and face-to-face.
- Be a **bridge-builder**: if two colleagues or customers could benefit from connecting, make it happen.
- **Take advantage of the many competences** at Gofore that could contribute to team and customer success.
- **Stand together** with your colleagues and customers – be it within everyday tasks or when facing challenges.
- Make everyone **feel welcome**: share event invites transparently with everyone and make sure newcomers are also invited.

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We're a part of the customer's team. We help the customer shine. We work in the background, never claiming the successes as our own.”



## Small Events – Little gatherings, big on fostering community

Small Events are a unique way to foster communality and connection among employees. These events, organised by Goforeans for Goforeans, allow colleagues to come together based on shared interests, whether through trying new activities or simply spending time together. Without formal guidelines, Small Events encourage creativity and inclusivity. The fact that these events originate from the employees themselves makes them an even more powerful tool for strengthening our community.



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We always aim to provide, share, and use data transparently to help build a shared understanding.”

Trust is something we build together every day through open, honest communication and by taking ownership of our actions. It's a key part of every interaction and decision, enabling each Goforean to work with clarity, honesty, and respect.

We're transparent regarding our goals, company finances, and our customers' needs, trusting our people to translate this information to achieve the best outcomes. Whether it's decision-making, communication, project roles, or growth opportunities, transparency penetrates every level of our organisation.

We trust our crew to know their craft and reach their goals. Each Goforean has the responsibility to make decisions that align with our values and serve the company's best interests.

80%

**of us are proud to  
be Goforeans**

(Employee experience survey 2024)

At Gofore, we share both the good and the difficult news with our crew and customers. This openness is what strengthens our relationships and drives our success. Accountability, professional skill and the mindset of getting things done are all equally important traits as spreading joy, friendliness and empathy.



# Make it happen

- If a conflict arises, **engage in face-to-face discussion** and be respectful within your communications.
- **Don't micromanage.** It ruins the feeling and opportunity to learn and succeed.
- **Ask for your colleagues' opinions.** It is a sign of trust.
- **Value, trust and utilise your community** – we are a society of experts.
- As a rule, **trust your colleagues' expertise and judgement.**
- Keep your and your colleagues' **decisions aligned with Gofore's values.**
- **Share both the wins and the challenges** you face with our crew and customers.
- Look for ways to **share your knowledge with others**, and seek to draw from others' knowledge as well.



Having confidence in our chosen path and in each other will help find a great solution and not cause unnecessary stress or ponderings along the way. **1+1=3.**”

## An employee representative on the board

At Gofore, trust has always been a cornerstone of how we work, and that trust extends all the way to the board room. Since 2015, Gofore has been one of the few Finnish listed companies with an employee representative on the board, a role designed to strengthen transparency and foster shared success.

This initiative stems from our long-standing tradition of involving Goforeans in decision-making. When the board's role expanded with our company's growth, it was a natural step to include an employee representative,

ensuring that all voices were represented at the highest level.

The representative, elected through an open process for a two-year term, plays a key role in aligning the board's decisions with the everyday reality of our employees. Our current personnel representative is the fifth Goforean to take on this mission. Their role highlights how we're not just building success for the company, but with our people – creating a culture of trust and openness that truly sets us apart.



Growth drives our ability to adapt and thrive in a constantly changing world. It is not only about the growth of our business and financial success, but also about a mindset of constant improvement.

Growth is an attitude that keeps us ahead, turning today's challenges into tomorrow's opportunities. Instead of waiting for change to happen, we're actively driving the change.

As our company grows across geographic borders, it opens doors for us to take on exciting projects, develop our skills, and achieve results that make us proud. But growth doesn't just mean size – it's about becoming better versions of ourselves. Anyone can propose ideas and start things, while others help with getting them up and

running. It's a constant effort to find balance between self-direction, team collaboration, common sense and clear accountability.

Our culture invites you to discover new ways of doing things. Whether it's adopting new tech, rethinking old methods, or crafting offerings that match our customers' future needs, being hungry for improvement is a trait we treasure.

Our growth isn't a solo mission – it only occurs when we work together and value the diverse perspectives of each Goforean and customer. Taking ownership of our growth means being open to feedback, assuming responsibility for our actions, and stepping out of our comfort zones. Growth is about getting your hands dirty, facing real-world challenges, and using those learnings to make progress with a sincere will to help our customers.

# Make it happen

- **Stay curious** about new skills, tools, and ideas that can level up your craft.
- Be **open and constructive** to change and build resilience.
- **Appreciate the diverse perspectives** of your colleagues and customers.
- **Assume ownership of your growth** and shape your own career path with our support.
- **Tackle a challenge** that feels a bit too big.
- If you don't know something, say it out loud, **ask for help!**
- **Help others** if you see them struggle.
- **Ask for feedback** and find areas where you have room to grow.

## The AI Ambassador Program

The AI Ambassador Program at Gofore aims to foster a culture of learning and sharing AI expertise. AI Ambassadors coordinate activities, facilitate collaboration, and create a network to support AI learning and innovation. Their goal is to make AI skills accessible and relevant to everyone's work, helping colleagues stay updated with the fast-paced developments in AI.

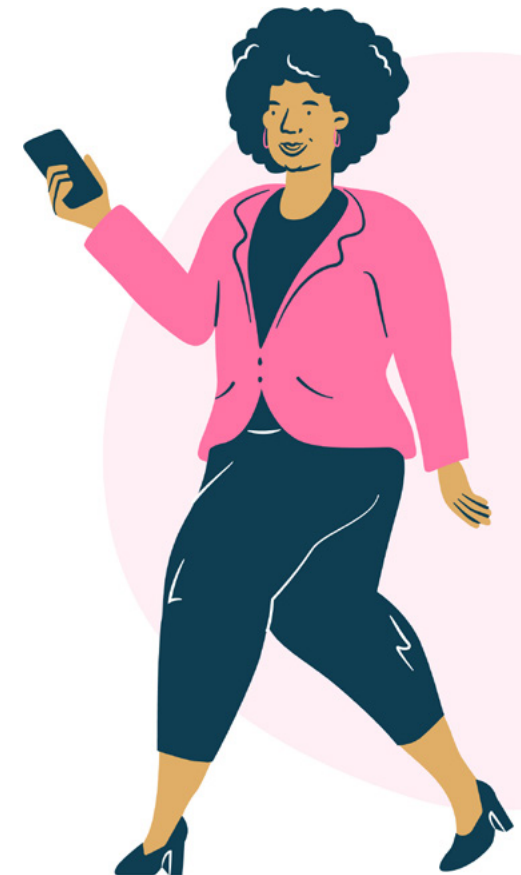
## Customer story: Growing together

Our innovativeness, target-led project model, true team effort on different levels, and persistence gave us a shot with a Finnish retailer customer – despite our lack of retail or SAP experience at the time. During the offer process, we convinced the customer to choose a service-based model, sparred with them continuously, and strategically selected our team of diverse experts. This approach enabled agility, a deep understanding of customer needs, and built a strong basis for our relationship.

# 85%

**of Goforeans think they have inspiring colleagues around them**

(Employee experience survey 2024)





We succeed as a team, showing ambition not just for ourselves but also for our customers.



65  
Our Customer  
Experience NPS  
(2024)

From the first meeting to the very end of each project, we focus on delivering real value. Rather than simply completing tasks, we ensure we understand our customers' needs and future challenges, making sure the value we bring benefits them both immediately and in the long term.

We're keen on vision and strategy, but **we're even keener on getting things done.** Trusting your instincts, making decisions, and following through are the keys to how we approach our work. Our ability to turn challenges into

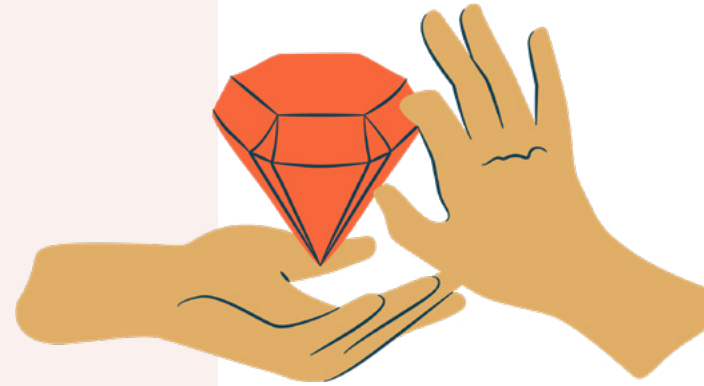
opportunities – and inspire others to do the same – sets us apart from the pack. Every Goforean takes pride in the success of our customers and the quality of our work.

For us, ambition means striving to grow and constantly improve as the world around us changes – and staying ahead of it, like true pioneers. While working hard for success, humility is maintained alongside empathy, joy, and professionalism in everything we do. We believe the best wins come when we achieve them together.

**In the end, success means that we've made a significant positive impact for our customers, people, and the world around us.**

# Make it happen

- **Set measurable goals** and keep track of them.
- Make a habit of turning **challenges into opportunities.**
- **Ask for help** when you need it – success is a shared journey.
- **Celebrate the success** of others and acknowledge your own achievements.
- Be the one who **suggests, initiates and finalises** even the wildest of ideas.
- Remember that **we didn't get here by being traditional.**
- **Push yourself** and others to consider the bigger picture, cause and effect.
- **Enjoy succeeding** – winning together is fun!



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Successes celebrated together: cake & sparkling shared within teams and at the offices, colleagues actively praising others on our #praise-channel.”

## Customer story: Hard work on our DACH business is starting to pay off

One of the great success stories in the DACH region has been our technology partnership with a global provider of automation solutions. We have invested heavily in our sales and process capability, collaborative mindset, and finding the right people and way of working. With this customer, our work is about bringing machines to life and electrifying them. We've been able to showcase our wide offering and full delivery capability for the benefit of the customer and their customers, aligning with our Intelligent Industry strategy.

They have been impressed by our skilled people, way of finding solutions and caring for our customers. Our agility and flexibility have received praise. We are now working on our next projects and are expecting to build a long-term partnership.

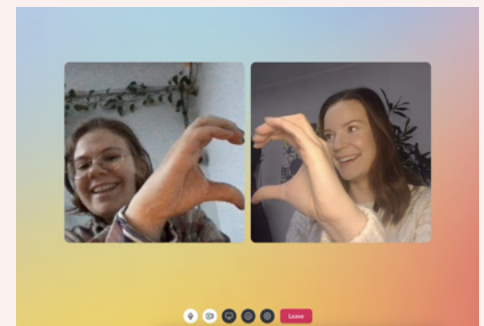
Being an underdog in the DACH market is challenging but rewarding thanks to success stories like this. It is no surprise that the reason behind our success has been, within this case and many others, the wide array of skilled Goforeans who carry the responsibility and catch new opportunities, our mindset of solving our customers' most difficult problems, and our humble yet professional attitude.





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Be the culture  
you want to be  
surrounded by





Our success is not a coincidence – it is a result of every Goforean’s conscious effort to embrace our values and participate in building our culture.

A culture cannot be dictated or forced. Our culture is born from everyone’s input and role in nurturing and developing it further. It thrives on the energy we bring to it, growing stronger with every choice and action taken together. Let’s make sure our culture continues to reflect who we are, ensuring Gofore remains a place where we all connect, trust, grow, and succeed – together.

**Here’s to our shared future at Gofore!**





## Together we...

**Connect:** Building strong, human connections and working as a team with both our crew and customers is how big things happen.

**Trust:** Trust fuels collaboration. Openness, transparency, and taking responsibility drive a collective effort, moving everyone forward as one.

**Grow:** Growth is about continuous learning and improvement. Embracing new technologies, welcoming change, and challenging ourselves helps us become better every day.

**Succeed:** Real success is about making a real difference. Ambition for both ourselves and our customers, and knowing the best wins are the ones we achieve together.



Remember that we  
didn't get here by  
being traditional.

**GOFORE**