



Simple words are
the best



Welcome

Simple words are best—words like *welcome*, *yes*, *no*, *sorry* and *thanks*. They exist in every language, though you don't necessarily need language to express them.

Welcome symbolises GAC's founding spirit, the art of making visitors feel at home. *Yes* stands for the pioneer in us—for the energy to experiment with new ideas and embrace foreign cultures; while *No* signals the conviction of our beliefs, the lines drawn in our mental sand. *Sorry* says one is wise enough to recognise a mistake and strong enough to admit it. And *Thanks* can rarely be said enough.

But let's start with *Welcome*, as in welcome to GAC.

The GAC spirit

Bengt Lindwall believed in people. And thanks to this, the company he founded in 1956, in Kuwait, took root and spread to countries thousands of miles away. His example deeply touched the lives of those who were present in GAC's formative years, and today continues to inspire people he never met.

This booklet attempts to capture a little of that early inspiration. Think of it as an invitation to a new generation to carry the GAC spirit forward, and a note of thanks back in time to Bengt.



Bengt Lindwall
Founder and former Chairman of GAC

A smile erases borders

A traveller finds his way to your doorstep after a long journey. You greet him with a smile that says, "Welcome home." The smile is a heartfelt reaction, not a programmed response. Not something you do because you have to. It just comes naturally.

Smiles reflect the GAC spirit. This isn't something you've read about in an instruction manual. It wasn't written into your employment contract. But you felt that welcoming spirit upon joining GAC, and now you're cultivating it yourself.

Somehow, you know your visitor feels at home. Hard not to smile, isn't it?



Listening in their language

Are you listening? With your eyes as well as your ears?

GAC is a multicultural organisation. We come from scores of different countries, and while we don't all speak the same language, we always communicate politely and with respect for each other's customs and traditions. Mutual understanding is the goal. Sometimes that means hearing what *isn't* said but what is conveyed in someone's eyes, or by their gestures or tone of voice.



At GAC we lead busy lives and many of us travel frequently. When we return from a trip our minds may be preoccupied. The first thing we do is rush to our desk and get down to work.

No, the first thing we do is stop at the front desk, and then at our colleagues' desks or their workstations. Give your colleagues a chance to welcome you back. Take a moment to hear what's on *their* minds.

Welcome back



Yes

GAC has a tradition of delegating responsibility, which means that regardless of your job you will have to make decisions, some of which may test your personal integrity. When the time comes will you make the right choice?

Decisions define who you are and how others will come to remember you. Never be afraid to affirm what you think is right—or to refuse what you feel is wrong.

And welcome the opportunity to make decisions in the first place, even though they may be difficult. The harder they are, the more you're likely to grow.

No

Knowing where you stand

We know you'll want to accomplish as much as possible in your career with GAC. But we also know that people achieve more when given clear guidelines. People who know what is expected of them have an easier time reaching their own goals, and exceeding the expectations of others.

Whatever your job at GAC, you have a right to know where you stand—and if you're unsure, an obligation to ask.





Enthusiasm for the road taken

Each of us has to travel his or her own road, but every career path at GAC should lead to job satisfaction.

A little advice: Don't waste time along the way—because life is short. Remember to take the scenic route now and then too, however, because life *is* short.

And always follow the road you've taken with enthusiasm. You'll enjoy the journey more yourself and be better company to your companions.

A man wearing a white hard hat, safety glasses, a blue long-sleeved shirt, and a high-visibility yellow safety vest is operating a yellow forklift. He is looking down and to the right with a focused expression. The forklift's steering wheel and control levers are visible in the foreground. The background is a blurred outdoor setting.

Not afraid to take new steps

The hardest word to say

Sorry

When you were young you probably said something you shouldn't, and were quickly told to apologise. Hard, wasn't it? But remember how much better you felt afterwards?

You say something to a colleague that you come to regret, but can't bring yourself to apologise. Time passes, and you've forgotten the episode entirely. But he hasn't. An opportunity arises and he insults you back. And so it goes, until one of you finally says it. Sorry.

Don't give bad feelings time to grow. If you think you should apologise, you probably should.



Here's how to avoid making a really big mistake. Make lots of really small ones.

Progress is not a straight line. It veers off course like a child struggling to ride a bicycle. Learning only comes through trial and error.

So don't be afraid of foolish mistakes. They're only foolish if you don't learn from them.

**Make mistakes
but learn from them**



Confidence is the rock we build on

Years ago the cable address of GAC's offices in the Middle East began with the word CONFIDENCE, as in CONFIDENCE DUBAI. Seafarers would cable ahead to make sure the supplies they had ordered would be on hand—and we wanted them to feel confident they would.

Today, of course, we operate worldwide and send e-mails instead of telex messages. But reliability remains the cornerstone of our business. Our customers must be able to have confidence in you.



Recognition is its
own reward



Thanks

The world's most powerful word

People have been known to try a little harder, stand a bit taller, bend over backwards and do all sorts of other things, simply because someone said thanks. Everyone appreciates being noticed. Remember to say thanks.

Personal relationships, made in person

Kick the ball. Sink a putt. Tell a story. Have some fun. It will enrich your life and benefit us in the bargain. People who play together stay together, and lasting personal relationships are what GAC is all about. Use the countless opportunities available to you to strengthen your ties with colleagues and to turn customers into friends.





The local side of a global world



GAC people come from around the globe yet work together side by side. While we respect each other's differences, we would rather talk about what we share in common. We're a microcosm of the global village at work.

GAC represents the future of business in today's more open and interconnected world—a future, happily, that is a continuation of our past. GAC was founded in a spirit of cooperation between Scandinavia and the Middle East, and tolerance and an international outlook have been with us from the start.

In the years ahead, GAC will be making it possible for a growing number of people around the world to earn a better living, to advance along their career paths and to fulfill their personal goals and dreams. We should all take pride in that.



Delivering your strategy.