



WHY WE ARE
WILL ALWAYS BE
AS IMPORTANT AS
WHO WE ARE

GRAEBEL®

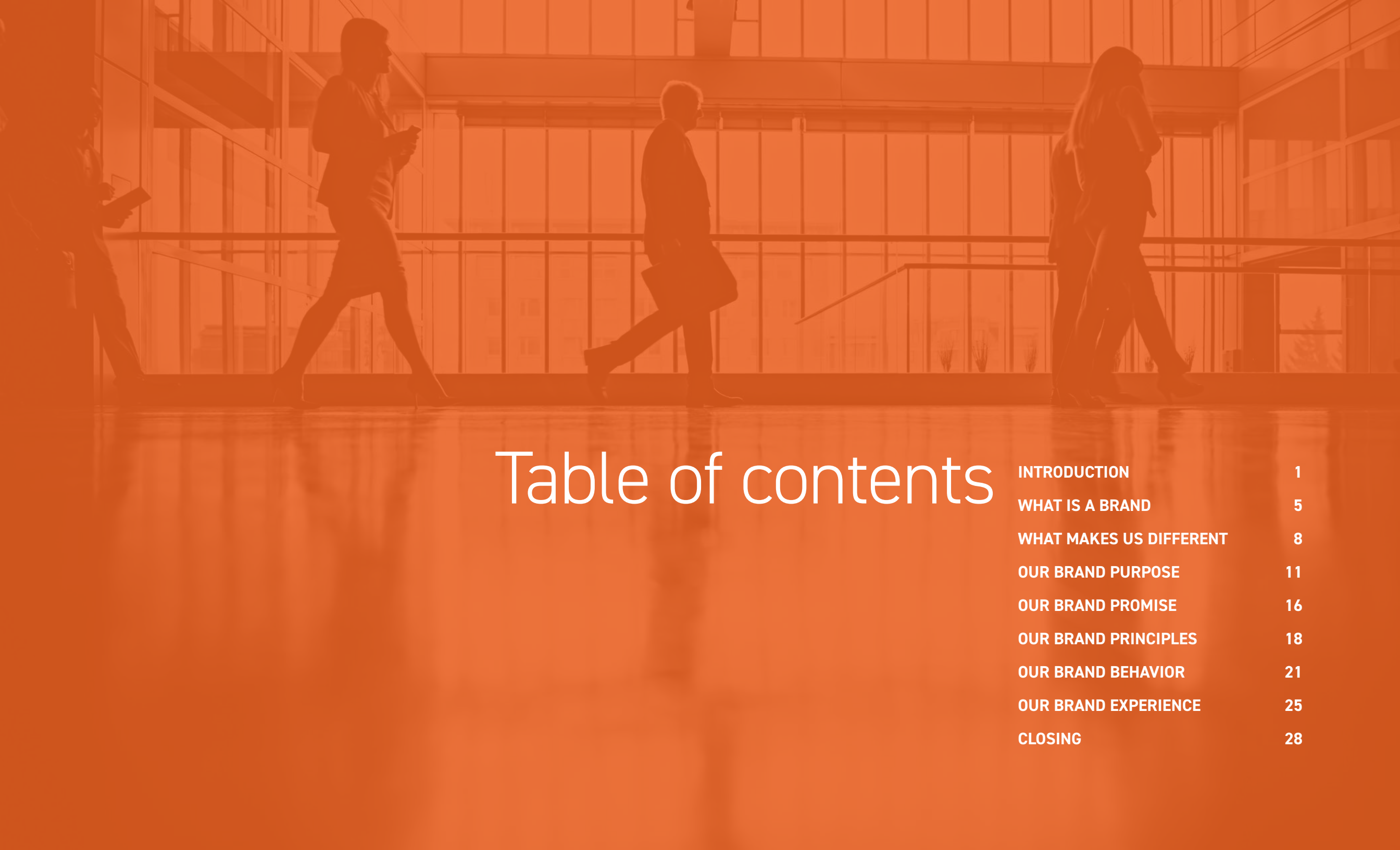


Table of contents

INTRODUCTION	1
WHAT IS A BRAND	5
WHAT MAKES US DIFFERENT	8
OUR BRAND PURPOSE	11
OUR BRAND PROMISE	16
OUR BRAND PRINCIPLES	18
OUR BRAND BEHAVIOR	21
OUR BRAND EXPERIENCE	25
CLOSING	28



You must let go
of the rung below
in order to grab
the one above.

Our founder, Dave Graebel, heard this advice from his mother often. It guided his choices starting in the 1950s, nearly 40 years before the Kaizen process of continual improvement was popularized as a way to gain a competitive advantage and transform businesses.

Today, we are still reaching for the next rung, always striving to improve and embrace the opportunities ahead of us.

Here's to building our brand together. **Here's to the world ahead®**

Why is this book so important?

To connect with our audiences internally and externally, they need to know more than what we offer—they need to know why we exist. What we stand for. What gets us out of bed each morning—our story, our beliefs, our reasons for doing what we do.

This book is designed to help us do just that—to codify the DNA of our brand. It is not a detailed set of directions and how-tos. Rather, it is written to inspire each of us to act in ways that reflect the ideology of our company and our culture. Our goal is to connect emotionally with those we serve.

So whether you are just starting a career at Graebel Companies, or are already a member of our family, this book will help you define, embrace and reflect our brand when interacting with teammates, clients, partners and our communities.

Consider it your guidebook to help us become the trusted brand in global mobility.





Why does defining our brand even matter?

Perhaps the most overused term in marketing today is “brand”. Everyone seems to have a wildly varying definition of the word. Yet, despite countless books written on the subject, a brand is actually something quite simple to define.

Our brand is not what we say it is; it is what they say it is.

Our brand is our promise.

It is not a logo, a tagline or a color palette. It is a warranty of what people can expect from us. Successful brands are built through our beliefs and actions.

In truth, our brand is a reflection of what we believe about ourselves. And it naturally leads to what others will think about us—it’s our reputation.

Just as you nurture and protect your personal reputation, successful companies do so with their brands. Great brands focus on emotional connections, because buying decisions are made emotionally, then justified rationally. In sum, hearts drive actions.

It is crucial to ensure our culture reaches beyond shallow perceptions—and speaks to what's truly important. And it's why we must be consistent in our appearance, our voice and our actions.

If we do so successfully, we will become a highly meaningful and lasting part of the lives that touch our brand and draw them into our tribe.

It's a noble goal. And well within our grasp.

“ The ladder of success is best climbed by stepping on the rungs of opportunity. ”

Ayn Rand

Our company started by hauling household goods in 1950. This moving business grew and grew over decades and set industry standards along the way.

Then an interesting thing happened.

Technology and transportation improved. And more and more organizations started doing global business. International operations expanded. Provincial markets for goods and services became more competitive. All of a sudden, people weren't just relocating between states, they were routinely moving across oceans. They were faced with strange new worlds. And they were challenged with learning myriad languages, cultures and regulations.

Somebody had to help organizations become much more strategic with their mobility efforts. So we did.

And just when everyone was reaping the rewards of worldwide synergy, a global pandemic shook the world. But there, too, we forged ahead, together.

Today, Graebel is one of the top talent and workplace mobility providers in the world, serving 165 countries across six continents. We contract other people to actually move the household goods now. But our service-oriented spirit is still in our DNA. It's how we help some of the world's biggest organizations tap into new global opportunities and attract new generations of leaders. And we're just getting started.



Are we really any different?

A few call us a company. Most call us a family.

Books upon books have been written on the subject of family. A few key concepts for success are always highlighted: communication, empathy, expressed appreciation and sharing.

We've always been a family business, not simply because generations of Graebel family members work here, but because of our shared values of respect, honor and caring. We express these values in three words:

Truth. Love. Integrity.

Honesty is the foundation of every healthy relationship, so Graebel seeks to live that value every day. We would much rather over deliver than over promise. We say what we'll do and we do what we say. But, although we are all bound by the fiber of truth, we are never abrasive or condescending in its delivery. We are respectful, realistic and straightforward in all our dealings.



You'll seldom see "love" as a company value, and that's just fine with us. It manifests itself in many ways at Graebel. Across the hall or across oceans, you can feel it. Love, as expressed by mutual respect. Love of self. Occasionally tough love. We love what we do. And, yes, we love working with our partners, clients—and each other!

And finally, there's the high value we place on integrity. A strong moral foundation. Unwavering principles. As the adage goes, "Doing the right thing when nobody is watching." We're not driven solely by numbers. Or a balance sheet. Integrity is at our core, and it's one aspect of business with us that's nonnegotiable.

In the end, we've found that when you put people first, take the time to understand clearly, care deeply for each other and grow purposefully, you truly will become family. But perhaps it's best said by the people that work here and work with us:

“Our core values go along with Graebel's. People matter. It's about the who and not the what with what you do.”

*Joe Dudek,
Supplier, Graebel Partner AllianceSM*

“It's about love and integrity ...and that's at the base of everything we do.”

*Valencia Culbreath,
Graebel Employee*



What do we stand for?

The best brands satisfy compelling human desires. Moreover, successful brands display personality that isn't self-centered.



At Graebel, we create a bond with people by appealing to the heart—as well as the intellect. Rather than merely stating facts, figures or technical prowess, we strive to translate features into benefits for them. Simply stated, we answer their question, “What’s in it for me?” This is our reason for being.

How do we want people to feel about us?

In the end, Graebel is defined by others. Our brand is not what we say it is; it is what they say it is. So, what do they say?

It is built message by message. Action by action. Interaction by interaction. It becomes the embodiment of all you stand for. We set the bar at “exceptional”—and then raise it with fresh ideas, leading tools and innovative approaches.





Brand purpose:

Open a world
of opportunity

This expression captures the essential truth of what we do day in and day out. And it comes from our history of looking forward and up. Our people-first promise to create exceptional mobility experiences enables our clients, service partners and ourselves to positively embrace what can be otherwise a daunting transformation for companies and people.

Just like people, great brands develop character over time. But it all starts with being true to ourselves and reflecting that truth in everything we do.



Brand promise:

People-first mobility

We know what it takes to make mobility more humane and as seamless as possible—and go above and beyond to make it happen.

It's not just about what services we provide. It's about why. And how we do it differently than anybody else. Not to gratify our egos. Or check a box. But to enhance the entire experience.

People. First.

Even our technology platform, while fueled by data, is calibrated with the client to create custom solutions and personal experiences. Everything we do is shaped by this unwavering mentality so that everyone is understood, enabled and supported every step of the way.

Our ultimate mission is to put people at the forefront.



Brand principles:



Understand clearly



Care deeply



Grow purposefully

Delivering “people-first” is more easily achieved when you have a defined set of principles that guide your actions and decisions. They are rooted in our abiding values of truth, love and integrity.

Graebel walks alongside our clients to understand clearly, care deeply and grow purposefully.

Understanding wants and needs clearly enables us to set a foundation on which to build a solid strategy that reduces the stops and starts of misalignment. So we immerse ourselves in client industries. We ask lots of questions. We define parameters of process. And we define matrices to evaluate success.

Of course, knowledge means little without a deep emotional investment in our clients' successes. That's where the Graebel duty of care comes in. Their challenges are our opportunities. Their wins are our wins. We don't merely blur the line of client partnerships. We virtually eliminate it.

And finally, we recognize our relationships are more marathon than sprint, so we plan far into the future, setting benchmarks, evaluating and adjusting as economic and market conditions change. In a word, we are steady. Inspiring confidence with well-thought-out plans and actions that build increasing value in the enterprise.





Brand behavior:

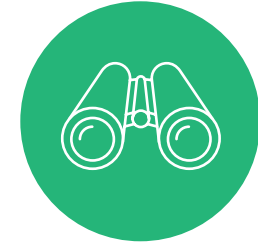
Words matter

To help you understand who we believe we are, we've identified five words that best capture our cultural essence. They embody the things that define us and that are most important to us and to our audiences. These words should inspire your actions at Graebel every day. They are the guideposts for what we do, what we say and how we say it.



Empathy

Working with leading companies in 165 countries across six continents gives us a unique perspective of what our clients experience. But experience means little without understanding. To that end, we always approach client opportunities from their perspective. So they feel respected. So they know that their concerns are heard. It often starts with two simple questions: What do you need? How can we help?SM



Curiosity

The urge to explore and learn has driven the most significant achievements of humankind. And so it is with Graebel. We promote lifelong learning and continuous improvement. We embrace challenges as opportunities to solve tricky problems, grow purposefully, and to successfully reach the next level.



Nimble

We place a great value on individual empowerment to do what's right for our clients, service partners and communities. We not only track the best practices in the industry, but more often than not, we set the standards thanks to our entrepreneurial employees and partners around the world. We're always looking for a better way.



Teamwork

Collaboration is no longer a “nice-to-have” organizational philosophy. We rely on each other to recognize opportunities for ourselves and our clients. We value diversity because it opens perspectives and possibilities. Teamwork is the foundation of our innovation.



Dependable

Like a family, our culture is grounded by reliance on each other to achieve higher levels of performance. We are driven by creating exceptional mobility experiences for everyone involved. There is never a doubt that we have each other's and our client's backs.



It's all about the experiences we create.

Whether developing a mobility strategy that unlocks the potential of a relocation, smoothing an otherwise complex immigration process, space planning for a new workplace, or simply getting a family pet safely into a foreign country. Everything you do—that all of us do—affects our reputation and our brand.

At Graebel we want to continually create interactions that surprise and captivate our audiences—from our smallest supplier partner to our largest Global 100 client.

To become a great brand, the experiences we create should be anchored in the tenets found in these pages—and driven by the behaviors that define our unique culture.

Empathy Curiosity Nimble Teamwork Dependable

Remember, every great brand is a promise. And a kept promise creates trust. In other words, clients trust our brand when their experiences with it are in alignment with their expectations. We refer to it simply as, **Commitments Made. Commitments Kept.®**



BRAND PURPOSE

We open a world
of opportunity



BRAND PROMISE

People-first mobility



BRAND PRINCIPLES

Understand *Clearly*
Care *Deeply*
Grow *Purposefully*



BRAND BEHAVIOR

Empathy
Curiosity
Nimble
Teamwork
Dependable

BRAND EXPERIENCE





My hope is that our actions, interactions and moments of truth will always be a sincere reflection of our core beliefs and the thinking behind them.

I'm confident it will be the next successful chapter in a legacy of success unmatched in the history of our company.

It's who we are. It's in our DNA. It's pure Graebel. It's how we will become the trusted brand in global mobility.

Thank you. And here's to a very bright future.

Bill Graebel
Chairman and Chief Executive Officer





Here's to the world ahead®

Our door is always open, connect or learn more at [graebel.com](https://www.graebel.com)

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