

Fit. Green. Happy.®

2019 Corporate Social Responsibility



THE TEAM

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INTRODUCTION

EVOLUTIONARY: describes a gradual process in which something changes or develops into a better form.

We are an evolutionary company. We believe in the importance of small steps; what we call experiments or projects. And importantly these steps focus on the mission – quality, safety and changing the world. And, as always, our mission continues to guide our actions.

We have known since our inception 30+ years ago the value and joy of physical activity. We have known the value and joy of the outdoors. We have known the importance of caring for nature. And we have known that personal happiness is the result of these things as well as other intentional actions. And now we know that what we've intuitively understood all along is now supported by huge amounts of evidence.

Sadly, we also know that facts and evidence alone don't change behaviors. As a company that believes in personal and corporate responsibility, we also must stand as good citizens. We need to look beyond the obvious and find more connections to support new actions. FGH is about fun, festive, and manageable actions. No gym is required to be active. Getting outdoors is as easy as sitting on the porch (though the more senses you involve, the better). Everyone can recycle and likely do at least 1 more thing to care for the outdoors. And we all can stress real life relationships as well as analog times and more intentional screen use. In short, we can all be evolutionary. In this report, you will see in more detail our thoughts on corporate citizenship. You will read about the importance of looking for connections (or being a generalist). You will know most of what we know about FGH. You will learn about our 2019 Fit.

Green.Happy.® efforts.

And you will get a look at what's next for us. From my perspective, we will continue to let the next leadership generation take small succession steps into the future. I will continue to act as the "Old Guy on the Deck" as an outdoor practitioner and by looking at the horizon to see what's next. I expect that we will be the model for the Fit.Green.Happy.® movement. And if we do that right, we will establish a virtuous circle. And we can provide a powerful and attractive message that can truly impact lives.

WE CAN BE GOOD CITIZENS.



WHY CSR'S MATTER

As we close 2019, we also close a rather tumultuous decade, both for us and the world. For the world, we saw catastrophic climate events, worsening social inequality, and poorer health outcomes, both physically and mentally. And for us, all of those hit home—and seemed to be getting exponentially worse. With hotter summers, we saw temperatures and heat indices climb to dangerous levels. We saw our participants ill-equipped to manage themselves in the elements. We saw participation decline as the recession shrank wallets and swallowed confidence in corporate America. We started to worry about how we would be able to do our jobs. How could we continue to provide safe, high-quality, outdoor experiences if neither the outside nor our participants were fit and healthy? How could we change the world one person at a time? These questions spurred us to action. (Our pursuit of becoming more environmentally and socially sustainable has been well-documented on our website). We then decided we needed to articulate our actions through words. Because words are powerful. They commit you to your actions. Those words—about where we've been, where we are, and where we're going—became our social responsibility reports.

But these social responsibility reports aren't just for us. They're for you. They're for our community. They're our commitment to being good citizens. Because companies are citizens (the Supreme Court said so), and we think they should act like it.



THE FIT.GREEN.HAPPY. © MOVEMENT

It's been a year of movements. From political unrest to climate strikes—and driven in large part by a trove of young people—the world is moving and shaking. And we're along for the ride.

Movements don't just happen overnight. They are often the product of resistance or dissatisfaction with the way things are. They are responses to stagnation. But the funny thing about movements is that you can't always predict them. The most successful ones are organically created, as if by spontaneous combustion, and gain momentum as they spread. And because they're not always intentional, they often don't have a clear direction—at least at their inception. Movements are kind of like puppies—they're wobbly, awkward messes at first, but in time and with proper care, they take form and they ultimately become big and impressive and life-changing.

We started our own movement about a decade ago, borne out of our mission, our values, our people, and our place. Now officially called Fit.Green.Happy.®, that movement is our puppy.

At its core, FGH is about connections and relationships. Specifically, it's about the connections between us and nature. We sensed that there were real, tangible connections between the health of our earth and our own our health, physically, mentally, and socially. We expected there to be measurable benefits associated with being physically active and being outside. We also suspected there to be correlations among our own happiness, our interactions with others, and nature. But

what we could not have predicted were the numbers (they're telling) or the support and attention this research has gotten (it's overwhelming). Now that we have reached a critical tipping point with FGH, it's time we get more serious about what we mean and what we're after. Here are the basics.



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Humans are meant to move. Because we no longer have to run through the woods away from predators or in pursuit of our next meal, we can do it for fun instead. And in fact, movement should be fun. And it doesn't have to be complicated—it can be as simple as walking. It all counts. Bonus points if it's outside. Speaking of which...



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Go outside. It's good for you. See things. Hear things. Touch things. Smell things. Taste things (if you know what they are and they won't kill you). Or better yet, plant things. Grow things. (Or at least buy something that was grown near you). And protect it. Pick up litter if you see it. Recycle it if you can. Do what you can do. Do this, and...



THE FIT.GREEN.HAPPY.® MOVEMENT HAPPY.

Don't worry. Be happy. Life, liberty, and ... there's a reason a certain phrase concludes the preamble to the Declaration of Independence. We all want to be happy, but few of us understand what it means to be happy, and even fewer of us understand how to obtain it. And while happiness is defined differently by different people, we're convinced that nature and activity are integral parts of being happy. And so are our actions. Intentional actions. Using our bodies and our brains to be intentional about what we do and say forces us to slow down and focus. And when we focus on what it is we're doing or saying or experiencing, we inherently get more joy out of it because it has our full and undivided attention. Do things with purpose, and they will have meaning. And when things mean something, we respect them. This goes for people, places, ideas, experiences, and even (perhaps most importantly) our gadgets.



THE FIT.GREEN.HAPPY.® MOVEMENT

Together, these interconnected actions are having an impact. In 2019, FGH programming has reached over 650 participants. In partnership with Maryville College, FGH is now an integral part of campus life. From healthy potluck meals and cooking demonstrations to FGH-certified workplaces to FGH-focused internships, both students and faculty recognize its importance. In the spring, we offered the first Fit.Green.Happy.® course. We also put together FGH presentations for public schools, including two seminars for teachers, and have curated FGH retreats. We partnered with the University of Tennessee College of Social Work to provide social work students the opportunity to study and intern with us. Local craftspeople, food producers, and other local businesses also play a role in the expansion of FGH.

We've also begun to emphasize the history and culture of Appalachia as part of the way we're thinking about FGH in context. Formally coal-centric communities are transforming themselves into outdoor recreation meccas and are re-inventing the region's economies in the process. We've visited some of these places, and we're eager to bring their stories and lessons to the table as we share the FGH philosophy with our neighbors.

FGH has become a movement, and we're excited to see where it goes and what it becomes. But we're also mindful that it needs to be communicated simply and plainly so people can understand it. We're still working on how we can define, articulate, and export FGH so that its concept is clear and approachable.

THE SPECIALIST AND THE GENERALIST

There seems to be no shortage of experts in the world today, especially as we learn and discover more. There is increasing pressure to specialize, to choose a sport or a skill or a craft or a field of study and spend the 10,000 hours it supposedly takes to master it. Because we think it's good to learn and know and do one thing really, really well. But what happens if that thing changes? What happens if we change? What if we can't do that thing anymore? Or if we just don't want to anymore?

We've always been wary of being a one-trick pony. Because that one trick gets old, both for us and our participants. That's why we intentionally offer a variety of outdoor experiences and intentionally train our staff to facilitate each of them. A skilled lead climber is a great staff member to have on a climbing trip, but if they don't know how to paddle, they'll be useless on the water. A tennis ball game can entertain a group of third graders for an hour, but a group of high schoolers will roll their eyes within minutes. If we were specialists, we'd be out of business.

Instead, we've embraced a generalist approach. We train our staff using a few basic guidelines (how to manage a group, read the weather, tie a good knot) and show them how those principles can translate across disciplines. Not only does this help make us more valuable, it also keeps us from getting lazy; if we did the same thing over and over, we would no longer have to pay attention. It would be mindless, unenthusiastic, and potentially dangerous.

It's fitting that we call a liberal arts college our home because that's exactly what a

liberal arts education does; it teaches students to open their minds and to think critically and to ask questions. It emphasizes the learning of skills, like communication and problem solving, rather than the retention of facts. Once you have the skills, you can come to know just about anything. In the same way Maryville College prepares its students to use their skills in an ever-changing world, we too ride the waves of the trends, using our skills and overarching principles to guide our actions. We've been around long enough to realize that it's not what you know that matters, but how you use it.



WHERE WE'RE HEADING

Mountain Challenge continues to be one of the premier providers of outdoor experiences in the region. Our most recent safety and inspection report, conducted by a third party, revealed that both our programming and equipment continue to exceed industry standards. While fostering group development in a unique outdoor setting will always be our bread and butter, we're starting to think bigger about the ways we can change the world, starting with FGH.

FGH isn't about making radical changes. Instead, it's about putting words to what we already know and committing resources to making it happen.



WHERE WE'RE HEADING WORDS MATTER, BUT NOT ENOUGH

Words are important (otherwise these CSR reports wouldn't mean much), but words, even facts, don't change behaviors. If what we're after is true, actionable change, we need to do more than show and tell. We need to provide people with the resources they need to actually put into practice the things FGH preaches. This is why we've created spaces and programs to let people experience FGH.



WHERE WE'RE HEADING PLACES TO BE

One of the most important concepts underlying FGH is the ability to simply be. That is, be alone with our own thoughts (preferably in nature) without the distractions of technology. But the problem here is that there aren't a lot of places anymore where that's a possible (or acceptable) thing to do. This was the catalyst for our Analog Zones, which is simply a cluster of native trees outside Crawford House. It's a place for collecting thoughts, for sorting out thoughts, or for no thoughts at all. But if you want a little more interaction, take a seat at one of our several volunteer-built picnic tables that now populate our yard. It's a place to catch up, share a meal, or shoot the breeze with a friend or two. Face-to-face. With another actual living person (or animal. Or both).



WHERE WE'RE HEADING THINGS TO DO

The other major component of FGH is doing. For at least three hours a week (seven for kids), we should be active. That is, intentionally moving our bodies. This isn't a huge time commitment and requires minimal investment. You don't need equipment or a gym. To eliminate further barriers, we've continued to open our back yard every Wednesday afternoon (weather permitting) to accommodate a variety of activities, from climbing to yoga. Camp 4, as it's known, has become a regular source of physical activity for college students, faculty, staff, and some members of the public. We also still provide open trips (from hiking to paddling to caving and climbing) nearly every weekend for college students to earn credit. We intend to continue to provide opportunities for our participants and members of our communities to be physically active outside.



EVOLUTIONARY, NOT RADICAL

Each of these components, Fit, Green, and Happy, are innate and intuitive. That we should endeavor to take care of ourselves, each other, and our earth should be instinctual. Nothing about our evolution as a company is radical. Nothing about these concepts is radical. Nothing about the corresponding actions is radical. But collectively we expect to radically change the world.

IT'S WHAT GOOD CITIZENS DO.



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COLLEGE

