



Further Faster Together

2017-18
Sustainability report

Creating on and of



winners of the ice

In November 2017

the core operations of Brynäs IF underwent a restructuring process at the request of the board.



This restructuring resulted in the formation of several committees comprising of board members and employees that would work on key areas to improve the efficiency of the club and ensure its long term sustainability.

The new way of working aligned the club with its by-laws and standard practices for the operation of a board and a company.

One of the committees formed had the goal of working with sustainability within the club, and working with the three focus areas of social, environmental and economic sustainability. In this way the club could investigate their impacts on society, both positive and negative, and plan a future for the mutual benefit of all stakeholders. Part of the work undertaken by this committee came from the reporting requirements of the Global Reporting Initiative (GRI).

GRI is the most widely accepted standard for sustainability reporting and although not used extensively in the area of professional sports it is quickly gaining momentum. This report has been prepared according to GRI principles Core option.

Currently Brynäs IF is not legally obliged to write a sustainability report, with employee and turnover numbers

being below the EU Directives for compulsory reporting. The decision to conduct GRI reporting came with the appointment of Johan Cahling to the position of Director Sustainability and Brand Management.

Mr Cahling raised the issue of sustainability reporting with the Senior Management Team during one of the scheduled weekly meetings in November 2017, and a decision was made to proceed with a GRI report for the 2017/2018 season (May 2017 – April 2018).

The concept was presented to the board where it was unanimously decided to proceed with the Global Reporting Initiative's standards as proposed.

The GRI sustainability report builds on the CSR (Corporate Social Responsibility) report already issued by Brynäs IF on an annual basis to several stakeholders.

The primary difference is that the CSR report focuses on the work Brynäs IF does within its core business En Bra Start (A Good Start), whilst the sustainability report covers the entire operations of Brynäs IF and the social, environmental and economic impacts on all stakeholders.

This report is publically available to all stakeholders and any interested parties on Brynäs IF's website. Brynäs IF aims to produce a sustainability report on an annual basis.

This report has not been through an external or internal assurance process although all the information it contains is considered accurate to the best of our knowledge. Our goal is to set up an external assurance panel from our stakeholders for the next report.

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"Brynäs IF has a long history that for many generations of people has involved participation in activities that are linked to community, entertainment and pride"

Letter from the chairman

JÜRGEN LORENZ



Brynäs IF has a long history that for many generations of people has involved participation in activities that are linked to community, entertainment and pride. Our large member base is clear evidence of this. Our contribution to our community is primarily linked to ice hockey in terms of the enjoyment, recreation and entertainment our teams offer.

Brynäs IF is so much more from a social perspective where people are engaged and involved in contributing to the development of the phenomenon that is Brynäs IF. This makes it natural for the club to develop the business model to include contributions for a sustainable future, even from the social dimensions.

Within our core business area A Good Start we have begun a trip to influence the future. The focus for this business area is on increasing the well-being amongst those who do not have the opportunity to establish themselves in the existing framework of society. Of particular interest to us are the rights of the child and the opportunity for all children to get a good start in life and for young people

who are on a path that could leave them marginalised from society. We also contribute towards training young volunteer leaders to develop their leadership skills to help them strive towards being great leaders that can guide others towards a better life.

Our employees have the power and ability to inspire and lead in these important issues, and even if we are, from our perspective, in the initial stages of influence, we can show positive results so far. Connecting a sports club to social sustainability feels right because of the sound base it provides in society and work in this area is something we are likely to see more of in the future within the sporting world. We at Brynäs IF, whilst in our efforts to develop our work, always feel that we have been among the pioneers in this area, which contributes to our pride and energy for a continued strong contribution towards sustainable development.

***"It's not okay** to live in a bubble and pretend these things do not affect us and that we are not responsible for the choices we make regarding them."*

Letter from the director of sustainability

JOHAN CAHLING



Sustainability is one of several global megatrends impacting on the realm of professional sports. In the elite area we have an enormous potential to have a positive impact on society by using the power of our brand to influence the behaviour of the millions of people globally that watch, play and are associated with elite sports. There is a huge amount of energy in society whereby people want to create a more sustainable world and we believe we have a responsibility to harness that energy by leading through example and providing opportunities for everyone to live in a more sustainable way.

This is the first sustainability report that we have written at Brynäs IF and we have already learnt a lot by going through this process. We have used this first report to measure where we are in all aspects of sustainability looking at our environmental, social and economic impacts and will use this as a forum to openly talk about the things we need to do better both today and in the future. By thinking and working with a focus on sustainability we can improve our business model to work smarter and more efficient and save both time and money.

We have learnt that we need to be transparent and to listen more to all of our stakeholders, to use their feedback to make us an even stronger club. This report will help us to create a foundation upon which we will build our club for the future in a way that is beneficial for all our stakeholders. To achieve this we need to make sure that all of us, together, within Brynäs, share the same goals and visions for the club. Without a united front we risk that we will not be successful and that we will have more negative rather than positive impacts on our stakeholders.

In a changing world it is no longer okay to continue along

the same path we have always gone, if we choose not to adapt we risk our own survival. We must continue to ask ourselves the harder questions like:

- *Do we have a responsibility to children and vulnerable groups in society when it comes to the promotion of sponsorship products with the potential to cause harm to these groups?*
- *Can we create a sports club and league that are world leaders when it comes to equality, diversity and inclusion by ensuring all our activities are for everyone?*
- *Is it possible to play hockey and not connect it to the big social and environmental challenges facing our region like climate change, youth unemployment, water scarcity, domestic violence and so forth?*

It's not okay to live in a bubble and pretend these things do not affect us and that we are not responsible for the choices we make regarding them.

These are questions that can make many feel uncomfortable but we must continue to ask them to make sure that the entertainment value of the sport never comes at the expense of those most vulnerable in society and we must remember that there are always alternative paths that can be equally rewarding and successful. We all need to be open to the possibilities. At Brynäs we believe in the possibilities and have the courage to try them. We challenge the status quo to follow our lead.

If there are any questions about the sustainability work conducted at Brynäs IF or the content of this report then please contact myself or the Club Director Michael Campese.



WHY sustainability is important to a hockey club

» Climate Vulnerability Assessment

According to Sweden's National Communication on Climate Change, winter sports are one area that will be most affected by Climate Change. In order to look at the vulnerability of ice hockey in our region to the effects of climate change we have first explored what changes can be expected in our region.

SMHI produced a document in 2015 called the Future Climate in Gävleborg (Framtidsklimat I Gävleborgs län – Klimatologi Nr 36) and we used this for the basis of our vulnerability assessment. This report looked at two potential climate scenarios RCP 4.5 and RCP 8.5, these two scenarios represent different levels of greenhouse gases in the atmosphere depending on our ability to make changes to the way we live. RCP 8.5 has higher levels of greenhouse gases compared to RCP 4.5 and therefore greater impacts on the future climate.

In climate studies a reference period is used consisting of the period from 1961-1990. The average winter temperature in Gävleborg during the reference period was -7°C. Winters have become milder since the reference period and are predicted to be as much as 3- 6°C warmer by the end of this century depending on the scenario. This will lead to less formation of natural ice and shorter periods of time with ice available. Ice hockey has an advantage over other winter sports such as skiing as we have access to many ice halls in our region, however there are still many children who learn to skate or play spontaneous hockey on outdoor rinks or frozen lakes. Our sport should nonetheless be able to continue despite temperature increases provided the halls in our area use clean energy.

We may experience a decline in the number of players resulting from less interest generated in hockey due to the loss of natural ice and therefore a decrease in spontaneous play. It is also possible that

we will see an increase in players due to decreases in other winter sports more affected by the increase in temperatures and expected decreases in snow cover.

Two other changes to the climate that may affect our business are the increase in the duration of heatwaves and the predicted increase in quantity and intensity of rainfall. The number of days with an average daily temperature over 20°C is expected to increase by 5 (RCP 4.5) to 10 days (RCP 8.5). The increased temperatures in summer will affect the training condition of our players, the working conditions in our offices and kitchen, and the comfort of our patrons in the restaurant.

These effects can easily be compensated for by modifying training schedules and the use of air conditioning and other cooling methods if needed.

Regarding the increase in intensity of rainfall we need to check our drainage systems are able to cope with an increased load. The increased volume of precipitation and the anticipated increase in rain compared to snow does present an opportunity for rainwater harvesting to be used in our operations.

Predictions about sea level rise have changed rapidly over the past few years. We will investigate the effect of sea level rise on our business when the next Intergovernmental Panel on Climate Change (IPCC) sixth assessment report due to be completed in 2022 is released.

In summary, although we will be affected by changes to the climate in our region, we have technology and infrastructure in place to be able to manage the changes without a major impact on our business.

At Brynäs IF we have been working continuously with minimising our environmental impact since Gavlerinken was rebuilt in 2005/2006. As this is our first sustainability report we will give a brief summary of the progress we have made to date.





» Global megatrends

The world is currently going through a period of profound change that is shaping our future. There are several megatrends that are causing this change and if we can read and interpret these then we can alter our own destiny.

Megatrends are gradual but powerful trajectories that can overwhelm our business if we do not manoeuvre ourselves into the right position by developing strategies that help us to reach our desired destination. Having the foresight to understand and explore possible future scenarios helps us to make wiser choices.

Five years ago at Brynäs IF we began our journey from exposure to social responsibility after engaging our stakeholders to determine which of these megatrends were important to them. Sustainability was consistently mentioned and has been the focal point of our business development since this time. By being proactive we have been able to remain relevant in society and have used the power of our brand to have positive impacts on our local and national community.

By thinking about the future we can be prepared for what comes and thereby continue to transition smoothly into becoming a truly sustainable hockey club.

United Nations Sustainable Development Goals



Everyone needs to do their part to help achieve the goals for sustainable development specified by the United Nations. Brynäs IF has identified the goals where we believe we are either currently contributing to or where we think we can contribute in the future as follows:



SDG3 | GOOD HEALTH AND WELL-BEING

As an elite sports club we are able to influence young people within our own club but also in our region. We

work towards inspiring children to lead a healthy lifestyle through play and activity by encouraging children to be physically active and thereby help address childhood obesity. Another area where we plan to start working on good health is with the food we sell in our kiosks. As an example, a snack of a candy bag and a bottle of soda from our kiosks contains two and a half times the World Health Organisation's recommended daily maximum for sugar intake for children and five times the preferred consumption of sugar. We plan to review what is offered in our kiosks and provide some healthy alternatives. Harmful use of alcohol is a major factor in non-communicable diseases and here we can contribute by selling less alcohol to people in our arena. We can also work with gambling addiction problems by ensuring we take measures to protect people affected by this. Our contribution to UNICEF in Bolivia went towards reducing the spread of Zika virus in flood affected areas this season and will continue with new projects into next season.



SDG4 | QUALITY EDUCATION

Through the A Good Start programme we contribute to ensuring all children in our region receive a good quality

education. We do this through encouraging children to create a positive school environment with role models that show the way to inclusive and good interaction between students, encourage learning through homework and inspire an active life with play and movement. By doing this we strengthen the prerequisites for these children to take a step further from future exclusion and potential marginalization. We also co-operate with Matte Centrum (maths centre) to increase the focus and competency with mathematics which is weak in our region. Our contribution to UNICEF goes towards the education of children in Bolivia, one of the poorest nations in South America.



SDG5 | GENDER EQUALITY

When gender equality exists there are positive impacts on economies and communities. We understand that the needs of women require the same attention as the needs of men, but we have a lot of work

*”As an **elite sports club** we are able to influence young people within our own club but also in our region. We work towards **inspiring children** to lead a healthy lifestyle”*

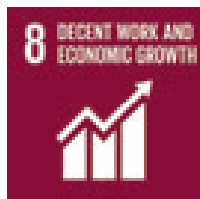
still to do in this area. We have put together a taskforce to give women and girls the same opportunities as men to play ice hockey. Our three tier program for women's hockey will challenge everything within our operation including norms of behaviour, budgets, routines, and anything connected to hockey. We are in the process of gaining approval for a Hockey Gymnasium for girls. Our Senior Management Team is currently 22% female and our Board of Directors is 14% female.



SDG7 | AFFORDABLE & CLEAN ENERGY

Our arena and attached facilities all operate on 100% renewable and carbon neutral fuels. We operate entirely

on wind, hydro and biofuels. Work in this area will now focus on continuing to reduce our energy consumption in both our arena and our restaurant.



SDG8 | DECENT WORK AND ECONOMIC GROWTH

Youth unemployment is a global problem. In our region we have a very high rate of youth unemployment,

the highest in Sweden. We are currently working together with our partners to lower the youth unemployment level through our The Way In programme, which gives unemployed youth a chance to meet employers and gain some experience of working life. This programme is also being spread through other clubs in our region and is a model that can be used by either sports clubs or the Swedish Employment Agency.



SDG12 | RESPONSIBLE CONSUMPTION AND PRODUCTION

The publication of this sustainability report is our first step towards adopting

more sustainable business strategies and models within our operations. All of our waste is currently recycled or reused with the exception of mercury from old lights which is being phased out of the consumption cycle. We now need to focus on reducing the amount of waste that we produce. Food waste is ranked as the third item on the Drawdown¹ List for reversing Global Warming. The United Nations Sustainable Development Goal for food waste is to 'halve per capita global food waste at the retail and consumer level, and reduce food losses along production and supply chains by 2030'. We will therefore set our food waste goal to halve food waste by 2030 to support the UN goal.



SDG14 | LIFE BELOW WATER

We actively work towards reducing energy consumption in our arena. We now need to look at reducing our energy usage in our restaurant. By doing

this we can reduce our carbon emissions and thereby minimise any impact of ocean acidification. All our scope 1 and 2 emissions are carbon neutral so our long term impacts are minimal. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company. In the future we will need to evaluate and reduce our scope 3 emissions. Next season we plan to reduce single use plastic items within our restaurant, bars and kiosks, to help reduce the amount of plastic entering the oceans.

¹ Drawdown is a compilation of the 100 most promising solutions to address climate change and reverse global warming compiled by a diverse group of global researchers

Together with **UNICEF**



“Five years ago Brynäs IF began a partnership with UNICEF to bring credibility and commitment to our sustainability work. This partnership involved a new business model that linked partners, clubs and society together to help solve the big issues in our region.”

EXPOSURE

Our co-operation with UNICEF involves many different parts including raising awareness of the work done by UNICEF through exposure to our thousands of fans, viewers, employees, partners and other organisations on a national and global scale.

The entire operation of our A Good Start Programme works in close cooperation with UNICEF to achieve the best outcomes possible for children and young people in our region. Through our cooperation we also teach our local society about the work done by UNICEF and about how each individual can contribute to making the world a better place both locally and internationally.

At the very end of the 2017/2018 season we launched a campaign with UNICEF to encourage as many of our fans as possible to become pledge donors. Pledge donors contribute on a regular basis and the funds raised go towards improving the lives of children both here in Sweden and abroad.

This campaign was very successful with many of our employees, fans and several of our senior players becoming pledge donors including Johan Alcen, Jacob Blomqvist, Jesper Boqvist, Anna Borgqvist, Fanny Brolin, Ryan Gunderson, Caroline Markström and Marcus Westfält.

DIRECT CONTRIBUTION

The contribution from Brynäs IF to UNICEF in the period 02/2016 – 08/2017 went towards work with children and education in Bolivia. Bolivia is one of the poorest nations in South America and is frequently affected by natural disasters such as earthquakes, floods and droughts.

Wealth is unevenly distributed and there are large differences both socially and economically for marginalised and ethnic groups. During natural disasters access to education becomes very difficult for vulnerable groups. Increased incidents of violence, addiction, abuse and neglect tend to occur during periods of time following natural disasters.



Resources were used to educate and prepare teachers and students for natural disasters and to provide them with material to enable them to continue their education in the event of a natural disaster. Many municipalities were affected by flooding from heavy rainfalls during this time period and so resources were also used to reduce the spread of the Zika virus in schools in the regions affected by the flooding.

Sustainability highlights

100%

**RENEWABLE
ENERGY AT
GAVLERINKEN**

2 200

**GIRLS AND BOYS
CELEBRATE
INTERNATIONAL
CHILDRENS DAY**

5

**YEARS
COOPERATION
WITH UNICEF**

18 644

**PARTICIPANTS
IN A GOOD START
PROGRAMS**

47 g

**CO₂ PER
GUEST**

22%

**WOMEN IN SENIOR
MANAGEMENT
POSITIONS**

39

**LITRES OF
WATER
PER GUEST**

3 581

**FREE TICKETS
TO COMMUNITY
GROUPS**

3 000

**GIRLS AND BOYS
ATTENDING
PLAY DAY**

About Brynäs IF

General Disclosures

Brynäs Idrottsförening (Brynäs IF) was formed in 1912 and is a professional ice hockey club located in the town of Gävle Sweden. The club's headquarters is located at Gavlehovsvägen 13, 80633 Gävle, Sweden, where the men's SHL (Swedish Hockey League) and women's SDHL (Swedish Women's Hockey League) teams play their home games at Gavlerinken. Our financial summary is as follows (in Swedish crowns):

Net Sales	155 million
Debt	167.7 million
Equity	14.1 million

Brynäs IF is the world's first hockey club to form a long term partnership with UNICEF, this is done alongside football clubs FC Barcelona and Manchester United. Two reasons for partnering with UNICEF were to gain the right competence regarding children's rights in the club and to give credibility to our commitment to work to improve the lives of children and young adults. Each year Brynäs IF contribute 100,000 Euros which goes directly to UNICEF'S international work in the field.

In addition to our work with UNICEF we support the UN Sustainable Development goals, identifying seven that we can actively work on, and we also support the UN Convention on the Rights of the Child. The Convention on the Rights of the Child forms the basis of the work we do within our core business A Good Start in cooperation with Gävle Kommun (Gävle Municipality) and our main partners, Bauer, Bilbolaget and Länsförsäkringar Gävleborg.

Brynäs IF is 100% owned by its members and is the parent company for Brynäs Arena AB (organisation number 556620-3609). We currently have 8976 members. The sector in which Brynäs IF operates is in activities related to sports clubs and sports associations. Brynäs Arena AB (BAAB) is a limited company that owns and manages real estate, conducts conference and event activities, restaurant operations and kiosk sales, and related activities.

In addition to ice hockey matches we offer our facilities for hire as a function and events centre with or without event management assistance depending on our customer's needs. Our beneficiaries range from private and public companies, government organisations, non-government organisations and the general public.

Vision and Values

In the first six months of this season we developed a new vision statement for Brynäs IF which was 'creating winners on and off the ice'. Due to several changes and instability with club leadership, this work was not taken any further during the season to develop new values and principles. Our existing values are:

- > HUNGER
- > ENGAGEMENT
- > PRIDE
- > FELLOWSHIP

Our goal is to review these values with respect to our updated vision statement. As part of the reporting process we have become aware that we lack a code of conduct and standards and norms of behaviour for all our employees, including our players.

There is a Code of Conduct posted at all the arena entrances outlining expectations for spectators and there is some verbal information given to players regarding for example trash talking and being good role models, but it is not enough and needs to be formalised and employees given training in this area. This is something we will need to focus on during the 2018/2019 season.

All these services are offered at Gavlerinken in Gävle, Sweden. During the 2017/2018 season the following events and services were offered:

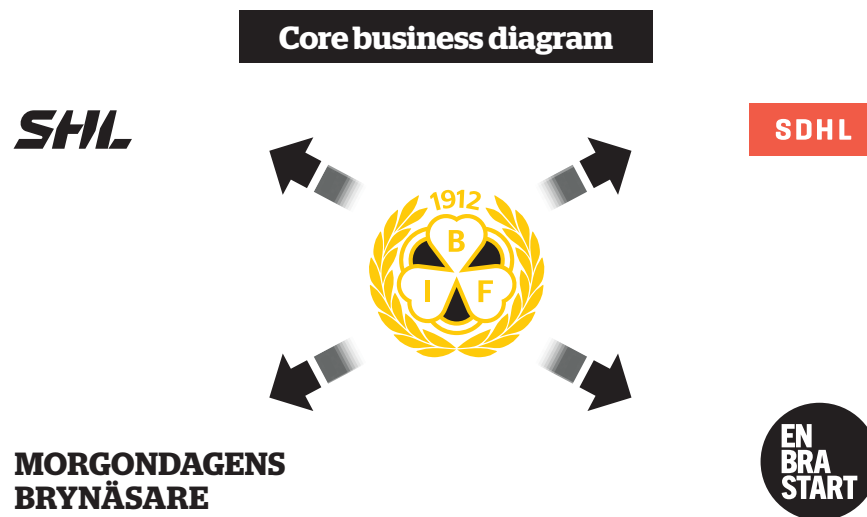
Service	Number of Events	Participants
SHL	29 home games	157 892
SDHL	19 home games	4 930
Functions and Exhibitions (> 100 people)	24	43 650
Restaurant Patrons	220	99 700
School lunches	289	93 396

Brynäs IF is a member of several associations including The Swedish Ice Hockey Association (Ishockey förbundet) and The Swedish Sports Confederation (Riksidrottsförbundet).

We own one of fourteen parts of the Swedish Hockey League (SHL) and own one of ten parts of the Swedish Women's Hockey League (SDHL).

Core Business Areas

There are four core business areas operated by Brynäs IF. Three of these areas are sports related involving elite men's and women's hockey teams that play in national competitions along with an organisation to foster and develop junior players at an elite level for future teams. The remaining business area is called A Good Start and focuses on Social Sustainability and ensuring that all young people in our region get a good start in life.



Elite SHL

Brynäs IF has had a men's team playing in the top national league (SHL) since 1960. The national league in Sweden comprises of fourteen teams and is an open league. Each year the bottom two teams in the SHL compete against the top two teams from the second league (Allsvenskan) for two places in the SHL for the following season.

Brynäs IF has won 13 National titles since the SHL was formed. In the 2017/2018 season we made it to the quarter finals where we were beaten by eventual winners Växjö Lakers.

Due to the success in the 2016/2017 season Brynäs IF qualified to play in the European Champions Hockey League where we lost in the final round of sixteen to Czech team Trinec. The Champions Hockey League is played by 32 teams from 13 leagues in Europe. Teams qualify to play

through their national leagues.

On the international front, Simon Bertilsson and Linus Ölund were selected to play for the Swedish national team and Ryan Gundersson was selected to play for the United States national team at the Olympic Games. The Swedish national team made it to the quarter finals.

Jörgen Sundqvist who has played for Brynäs men's team for 13 seasons and 681 games left Brynäs at the end of the season. Jörgen played for Brynäs since the 05/06 season and was captain for 2 seasons and assistant captain for 4 seasons.

During this season there were some notable changes to the coaching staff for the men's team. Head coach Roger Melin was replaced by Assistant Coach Tommy Sjödin after an extended losing streak. Goal tending coach Per-Erik Alcen was replaced by Fredrik Mikko.



Elite SDHL

Brynäs IF has played in the SDHL since it was formed in 2007 and has won four silver medals. The SDHL consists of ten teams and is an open league whereby the bottom two teams each year must requalify by competing against the top two teams from the league below for the remaining two places in the league. This year Brynäs IF came in 8th position after losing the quarter final against eventual winners Luleå HF.

Three players were selected from the women's team to represent Sweden at the Olympic Games. These players were Anna Borgqvist, Sara Grahn and Erica Uden Johansson. Fanny Brolin was selected to play for the Swedish Women's Junior team. Additionally Betty Jouanny, Fransiska Stocker and Michelle Brix were selected to play in their respective national teams France, Italy and Denmark for other competitions.

Angelica Östlund has decided to leave Brynäs IF after 11

seasons with the club. Angelica began playing with Brynäs IF in 2007 and has been captain for 4 seasons and assistant captain for 2. In connection with an SHL match during the 2018/2019 season, Angelica's jersey will be raised in Gavlerinken.

Towards the end of the 2017/2018 season the management team and the board reviewed the whole structure of the women's team and put together a working group to address the issues and to build up a sustainable core business area. There are three parts to this work, two involving the commercial and operative development of our own women's team and the third part involving the development of the SDHL. Details of the path forward for the women's team is contained in a separate section later in this report. There is a lot of work continuing in this area in the 2018/2019 season that will be contained in next year's sustainability report.

Morgondagens Brynäsare (Juniors for the Future)

Our junior teams consist of J20, J18 and U16 teams. These three teams comprise of our elite level for juniors. Our junior players are supported by an elite hockey gymnasium operated in conjunction with Borgarskolan which allows them to play hockey at an elite level whilst continuing to study. Additionally we have youth teams from U8 to U15 which are not selective or elite.

All three of our elite junior teams made it to the quarter finals but were knocked out at this stage. Our results were affected by the movement of several juniors up to the SHL team due to injuries which had a chain reaction through our junior teams. Gaining experience of higher leagues is valuable for our players and helps them develop to take the next stage in their careers. Two of our junior players

received Rookie Contracts this year, these were Alexander Bjurström and Marcus Westfält.

Several of our players were selected this season to play for junior national teams. The players selected for Sweden were Tim Alverhag, Samuel Asklöf, Adam Boqvist, Jesper Boqvist, Samuel Ersson, Edvin Färnstrand, Alexander Ljungkrans, Victor Söderström and Marcus Westfält. Samuel Solem was selected into Norway's National Junior Team.

Sixteen of our former juniors played in the NHL this year and two of these, Niklas Bäckström and Christain Djoos were in the Washington Capitals team that won the Stanley Cup.

A Good Start (En Bra Start)

A Good Start is one of the core business areas for Brynäs IF. This core business was started with a focus on children and youth on and off the ice. Together with UNICEF and Brynäs IF's strong partners and in collaboration with many other good forces and associations we work to ensure that all children and young people get a good start in life.

In the school environment a Good Start provides role models and inspires work along the lines of the Children's Convention. We contribute to our local society by educating non-profit leaders and give all children the chance to participate in creative and meaningful activities in their spare time. Our partners are provided with guidance to increase their community commitment to create a society that is sustainable. We do this, for example, by spreading our knowledge and experience whilst learning from the associations, and thus we develop together.

The work undertaken within A Good Start is based on the United Nations Convention on the Rights of the Child. Every activity that we do in A Good Start is based on article 3 of the Convention. Every decision we make should be the best for the children and everyone should be able to join in our activities.

There are an additional three articles from the convention where we have an increased focus and these are articles 12, 28 and 31. Article 12 states that every child has the right to express their views. To achieve this we have a reference group with children from every area of Gävle who work together to create the big day we call Children's Convention's Day, held on or near International Children's Day. The kids are also very active in the friendship talks to help each other to develop.

Article 28 refers to a child's right to education. Here we work with friendship talks in schools and try to influence the people that we meet and spread knowledge of the Convention on the Rights of the Child.

Article 31 refers to a child's right to leisure and recreational activities. We organize Play Day at our arena twice per year and distribute hockey equipment to several rinks in Gävleborg so everyone has the opportunity to play hockey if they want to. There are more than these four articles on which we base our work but these four form the structure upon which we have built our work.

Currently there are five full time employees working within A Good Start and all its programs in addition to contributions from other staff members as needed. Our senior women's and men's teams are active participants in many of the activities including school visits on a regular basis amongst other assignments.

The table opposite contains the number of participants in each of the activities within A Good Start. This shows the development of the programs from season to season. In some cases the number of participants has been decreased to make the programs more manageable. For example for International Children's Day we made a conscious decision to halve the number of children attending, inviting years 5 and 6 only compared to years 3-6 when we began.

We do not organise and operate all these activities in isolation but with the active engagement of our partners, all of whom are also listed at the end of this report.

**Opinion and
Influence**

**Leadership
Academy**

**Play and
Activity**

**Cooperation
with Schools**

**The
Way In**

EN BRA START

Activity	Participants		
	2015/2016	2016/2017	2017/2018
Friendship talks	533	3444	6484
Player visits	7250	4955	3965
Exposure to social responsibility lectures	–	–	13 lectures
Hockey for Everyone	1384	3398	2195
Tickets to community groups	3882	3990	3581
Leadership Academy	24	24	22
Play day	2000	2400	3000
Leadership Lectures	60	35	300
Companies attending speed dates	11	12	90
Young people attending speed dates	25	32	400
Young people gaining work experience	10	14	55
Young people employed or studying after work experience	4	5	14
Leader for a day	10	10	10
Bringing home skilled workers	–	–	40
International Children's Day	4400	2200	2200

A Good Start

» Opinion and Influence

Within the area of Opinion and Influence Brynäs IF work with The Clean Jersey, National Influence through SHL, Lectures and Education for other sports clubs, sports leagues in Europe, companies and counties and a Club Network for Gävleborg and Sweden. We influence how other clubs work internally encouraging them to actively work in their communities instead of selling logos.

THE CLEAN JERSEY

The clean jersey created by Brynäs IF was a product of being the first hockey club in the world to enter into a long term partnership with UNICEF. The only logos on the jersey are those for Brynäs IF, UNICEF and the social sustainability group A Good Start. The clean jersey is a symbol for the work Brynäs IF does in A Good Start together with our partners, UNICEF, fans, members, players and co-workers, and it represents our journey from exposure to social responsibility.

The clean jersey is used by Brynäs IF's men's, women's and J20 teams for every match, including home games at Gavlerinken and away games in arenas all around Sweden. The clean jersey is used every season as a communication tool for the work done through A Good Start. For example, during the 17/18 season Brynäs IF in combination with the main partners chose to again use the clean jersey to communicate words that the children in Gävle thought were important for all children to have a good start in life.

Main sponsors through their partnership with Brynäs IF make it possible for Brynäs IF to play in a clean jersey. At present we are the only club in the SHL and Europe that plays with a clean jersey but within our local Club Network Ljusdal's Bandy Club have also begun to use a clean jersey and to actively work with youth unemployment in their local area.



NATIONAL INFLUENCE

National Influence refers to our ability to use the strength of our brand to bring other clubs, companies and associations together to make society better. Our national influence strategy focuses on exposure to social responsibility and the clean jersey.

National influence includes lectures to other clubs and sports associations and teaching other clubs about the work done with the A Good Start Programme.

A couple of examples of groups lectured include:

- Sweden's Municipal Business Leaders – May 12th
- Huddle for GOOD – September 21st
- European Hockey Club Alliance – October 11th
- Swedish Handball Association – November 8th
- Swedish Elite Bandy Association – 16th April



Hudik Hockey är en del av
ETT BRA NÄTVERK

EN
BRA
START



Bergsjö IF är en del av
ETT BRA NÄTVERK

EN
BRA
START



THE CLUB NETWORK

The club network started as a forum to increase the strength of other clubs in our region to develop a sustainable and strong region. In this network we work together with one sports club (for any sport not just ice hockey) from each county. Our main project this season has involved spreading 'The Way In' model to clubs in our region. Our future goal for the club network is to develop a business model to create new revenues so that each club builds a network within its own county.

There are five different sports represented in our club network. Football is the most popular sport

played by both girls and boys nationally, basketball is equally popular with both girls and boys. The remaining sports are more popular with boys compared to girls and as part of our reporting process we have become aware that our network should include sporting clubs that are either equally popular with boys and girls or the most popular for girls such as horse riding, floor ball, handball, gymnastics, tennis and swimming. We will try to address this in the 2018/2019 season by engaging clubs in other sports.

The clubs in the network include:

Club	Sport	County
Bergsjö IF	Football	Nordanstig
Bollnäs Bandy	Bandy	Bollnäs
Edsbyn Bandy	Bandy	Ovanåkers
Hudik Hockey	Ice Hockey	Hudiksvall
Ljusdal Bandy	Bandy	Ljusdal
Sandvikens IF	Football	Sandviken
Torsåkers IF	Football	Hofors
SUIF, Söderhamn table tennis	Table tennis	Söderhamn
Gefle IF	Football	Gävle
Ockelbo Basket	Basketball	Ockelbo

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A Good Start

» Leadership Academy

The Leadership Academy, as its name implies, is an area where we work towards creating good leaders in our region, particularly for those that are working with children in any area. In the Leadership Academy we give existing leaders, and future leaders, the chance to further develop their leadership capabilities as well as providing them with a forum where current issues can be discussed in greater detail with other leaders.

Six of the 12 sessions are devoted to traditional leadership topics such as group development, communication, feedback and leadership styles. These lectures are given by a professional firm specialising in leadership and behavioural psychology based in Gävle called PBM using evidence based methods.

Four of the sessions are devoted to special topics from four different organisations. UNICEF give a lecture regarding the impact of the Convention on the Rights of the Child with respect to leadership. A Nurse from the Child and Youth

Psychology Department at Gävle Hospital gives a talk on child psychology, the diagnosis of children with difficulties and how to interact with special needs kids. A representative from the social sustainability division of Gävle County gives a talk about norms of behaviour and how preconceived ideas can give rise to discrimination and gender stereotyping. Lastly there is a field trip to Grinden, a social service provided by the County of Gävle for family and child support, whereby leaders are educated regarding identifying children with problems at home and understanding what obligations a leader has regarding these problems.

EDUCATION

Once per semester Brynäs IF offer a leadership course comprising of 12 sessions and a maximum of 12 participants per course in the evenings. The course is offered free of charge and is available to anyone working as a volunteer leader, or wanting to be a volunteer leader in the near future for children and youth.



All participants receive a certificate when they complete the course. Applications for the course are received through our website.

LECTURES

Each semester Brynäs IF invite the general public to a guest lecture on a topic related to working with children. The two lectures given this year were 'How to support your child in sports' and the second one was from UNICEF discussing their handbook on 'Sport from the perspective of the Convention on the Rights of the Child'. These lectures are attended by approximately 150-200 people.

NETWORK

The leadership network consists of alumni from participants in the leadership academy. Guest lectures have been offered to the alumni but have typically not been well attended. We will need to review how we keep this network continuing in the future.



A Good Start

» Play and Activity



PLAY DAY

Play day is organised during the school vacation once per semester and is held at Gavlerinken. The goal of this day is to get girls and boys to be active by getting them to connect with sports organisations in the region. Play day is offered free of charge, there is no registration required and no equipment needed. Sports and cultural organisations and other associations set up activities within Gavlerinken that give the children an opportunity to try different sports and activities. Each semester Play Day is attended by approximately 1500 children.

TICKETS

On average Brynäs IF provide 150 tickets per game to organisations connected to people who would not normally have the opportunity to go to a game. The organisations that received tickets this year were:

Matakuten – preventing food waste charity, Älvkarleby youth counselling, Gävle municipality drug rehabilitation, Social services, Sesam – personal assistance, various personal assistance groups, children with special needs, Ria hela människan – drug rehabilitation, Träffen – after school centre, Noppa Stiftelsen – foundation program, Brynjan – after school centre, Prolympia school, Polhem Särskolan – children with disabilities, Sättra school – hockey for everyone, Vävaren – after school centre, Nynäs school, Special event for people with wheel chairs, Swedish Church, Vasaskolan student exchange, Be Smart – drug prevention, Rapatac – youth activity centre, Brynäs Leadership academy, Helges – after school care, Gefle IF – football club, FUB – people with special needs, Älvsboda school, Knoppen/Soffan – after school care, Frösunda, Perslunda school, Milbo school, Vit jul – children with alcoholic parents, Yrkesspåret – migrant integration, Barn hjälper barn – children's cancer fund, Play day contributing organisations, Strömsbro school – after school care

GIRLS FOR GIRLS

Girls for Girls is a program run in conjunction with Gävleborgs Sports Confederation (Gävleborgs Idrottsförbund) to promote spontaneous sport for girls. This activity is for girls only and is an opportunity for girls to come together and participate in sports of their choosing. This activity is supported by our women's team when possible.





HOCKEY FOR EVERYONE

Hockey for Everyone as the name implies is about giving girls and boys that otherwise would not have the opportunity to play hockey to have a go. The program is operated in three parts as follows. Firstly once per week sessions are held for children and youth from Rapatac and Sättra. These two groups are youth organisations within Gävle Municipality. Secondly there are sessions held for specific groups such as schools working with A Good Start, refugee children from facilities in Gävle and children with disabilities. Finally sets of equipment are distributed to local clubs in the area so that they can also hold Hockey for Everyone sessions. This season there were 2195 participants in Hockey for Everyone. Next season Hockey for Everyone will be moved from A Good Start and into our sports department with a focus on creating inclusive hockey.



A Good Start » Cooperation with Schools



FRIENDSHIP TALKS

Originally held between March and May our first year, Friendship Talks have been expanded to operate throughout the entire school year and are fully booked with three employees. Friendship Talks are a structured approach aimed at girls and boys in years 4-6 to discuss social topics related to improving the school environment and to prepare children for life's journey. Topics that have been discussed this year include "what makes a good friend? Am I a good friend? How do we best cooperate together" and so on... Friendship Talks are offered to all schools in Gävle Municipality

INTERNATIONAL CHILDREN'S DAY

November 20th was International Children's Day and on November 21st Brynäs IF invited 2200 girls and boys in years 5 and 6 from both government and private local schools to celebrate at Gavlerinken. Each year Brynäs IF organises this event in conjunction with the schools in Gävle, Mattecentrum, Stadsbussarna, UNICEF and Brynäs IFs main partners; Bauer, Bilbolaget, Gävle Municipality and Länsförsäkringar Gävleborg to educate children regarding the Convention on the Rights of the Child.

Sweden, as a country, has in recent years received much criticism from the United Nations with respect to the Rights of the Child and a failure of a wide range of authorities to take into account the child's perspective. Adults are responsible for ensuring that each child's rights are advocated. Brynäs IF, in conjunction with the above mentioned group respond to this criticism by using this day to address this failure and spread knowledge amongst children of these rights. Every child in the world has a right to go to school, learn new things, play and have fun and say what they think and feel. Those of us working with A Good Start think that this is worth celebrating and paying attention to.

The day is planned with a reference group comprising of two students from each of the schools participating in the day. The reference group contributes ideas for activities, artists and the arena and also liaise with their class mates to put forward any ideas they have. The theme for this year's event was 'What makes a good friend?' Children worked with this theme and completed several tasks prior to this event that incorporated both the Convention on the Rights of the Child and mathematics. The same theme is the basis for the work being done in the schools through the A Good Start Programme.

For more information regarding the Convention on the Rights of the Child go to www.unicef.org.



PLAYER VISITS

Player visits to schools are organised on a weekly basis throughout the season (August to March). Players are involved in after school care for girls and boys by emphasising the importance of school work along with general interaction and activities. Unfortunately we do miss meeting the children that do not attend after school care.

A Good Start » The Way In

The Way In focuses on giving youth who are marginalised a step into society through work experience opportunities. Speed dates between young people and companies are held and work experience offered to these young people where possible. The goal of this work experience is to develop each unique individual by giving them some experience, open their eyes to the opportunities that are available and build their self-confidence, ultimately getting as many young people as possible to either study or work in an area that interests them. This program also serves the

purpose of changing companies' attitudes towards developing society by showing them how they can contribute to breaking down the paradigms of marginalised youth. We use the strength of our brand and our partner network to get young people to meet the right people and companies to guide them in becoming active participants in society. During this season several other SHL clubs conducted pilot trials with speed dating between companies and young people to secure work experience.



YOUNG ENTREPRENEURS AND GÄVLE MUNICIPALITY - BRINGING HOME SKILLED WORKERS

UF (Ung Företagsamhet) is an organisation that works with developing entrepreneurship within the education system by giving children and young people the possibility to train and develop their creativity and business skills.

A Good Start cooperates with Gävleborg's Young Entrepreneurs alumni (UF) to facilitate networking between regional companies and young people to develop their knowledge, experience and contact network. Each year Brynäs IF, together with several of our partners invite UF alumni who have moved to other regions to participate in a gathering with Gävle Municipality to discuss future opportunities within the Gävleborg region. The goal of this meeting is to attract young women and men back to Gävle businesses with skill sets that are in demand. These entrepreneurial individuals may then start up companies in the region creating new employment opportunities and thus help reduce unemployment in our region.

On Saturday November 25th, in combination with the senior men's away game against Örebro HK, approximately 20 UF alumni met with Brynäs IF, Gävle Municipality and recruitment firm Clockwork. A second meeting was held in combination with BillerudKorsnäs Gävle for the away game against Luleå HF.



LEADER FOR A DAY

A second co-operation with UF alumni involves a two day program called 'Leader for a Day'. Ten alumni (female and male) participate in a two day event involving leadership lectures, networking opportunities and the opportunity to shadow a senior manager from a local business for a day. These two days are finished off with a hockey match at Gavlerinken and a final chance to share experiences gained throughout the two days.

Stakeholders

We engage our stakeholders in many different ways but primarily through scheduled meetings and informal dialogues. We also obtain feedback through social media and other digital forms of media and make strategic choices based on the information we obtain. This season we have focused primarily on identifying our stakeholders and the means through which they are engaged. Below are the stakeholders identified by the senior management team (in no particular order).



Decisions regarding when and how to engage stakeholders are taken by personnel in the relevant departments. We will review and formalise our stakeholder engagement during the next reporting period. Our plans are to expand our work in this area next season to include customer feedback and employee surveys.

Stakeholder Concerns

We have some processes for stakeholders to raise concerns but these need to be developed and expanded on in the coming years. The following issues were raised largely through media, social media and internal and informal meetings. During the season the following issues were raised:



These issues have been addressed through various different ways with ongoing work into the next season for most of them. Meetings were held with member groups to listen to their perspective regarding club transparency. This report is a step towards increased transparency.

A taskforce was put together and is making progress towards working with the issues surrounding the women's team and some initial steps have already been taken to address concerns including the restructuring of the sports department. Dialogues have been opened up with local clubs that provide good support to women's hockey to learn from their success.

Club leadership is being resolved internally and should stabilise with the permanent appointment of a club director. Work will begin on formalising a Code of Conduct and norms of behaviour to further guide all our players and employees regarding acceptable behaviour and has been included in our business plan for next season.

We have not decided how to handle abuse directed at staff, particularly after game losses. In general we also need to set up formalised internal and external grievance procedures. Projects are running in conjunction with the SHL looking into player safety, particularly with respect to concussions. The issues surrounding the tackle on Daniel Paille are being dealt with through the relevant legal channels.

In line with the work being done with our senior teams we will continue to focus on eliminating trash talking from all our teams and throughout our organisation. Trash talking will be a focus area in 2018/2019 along with progressing work with our vision, values and norms of behaviour.

We are looking into ways to reduce the amount of alcohol consumed at our arena and have begun a dialogue within the SHL to review the sponsorship strategy in place.

Economic Impact on the local Community

Five years ago a study was conducted by HUI Research to look at the financial flow on effects from an SHL game at Gavlerinken to the town of Gävle. For this study items such as hotels, transport to and from games, restaurants and so forth were considered. HUI Research calculated that each game generates approximately 5 MSEK of direct financial benefits to the local community. We plan to redo this study in 2018/2019 and update this data.

PROCUREMENT PRACTICES

Supporting the local economy is important to us at Brynäs IF and we choose to use local suppliers as much as possible. Our approximately 500 suppliers cover a range of goods and services from entertainment, hockey equipment, utility services, print and graphic services, recruitment, insurance, foods and many others. We conduct business with our partners and sponsors where possible as most of these are in our local area.

During the 2017/2018 season our procurement practices involved many local businesses and as such 100% of our expenditure went to local suppliers from a total of 43.9 MSEK. We have defined local businesses as those within Sweden as we play in a national competition that has an effect on

the Swedish economy as a whole. We recognise that some of our equipment is manufactured outside of Sweden but have based our definition of local on the location of the sales office that we have the supply contract with.

At present we do not have any mechanisms to identify risks in our supply chain such as bribery and corruption or child labour. During the 2018/2019 season we will develop a code of ethics, a whistle-blower function and request information from our suppliers to ensure they are free from child labour.

There were no significant changes to the organisation and its supply chain in the 2017/2018 season.

Environmental Sustainability

Environmental Performance Summary - Gavlerinken

Environmental Parameter	Amount
Energy	
District Heating	1.15 GWh
Electricity	3.5 GWh
Total Energy	4.65 GWh
Energy per guest	12.1 kWh
Water	
Municipal	15 000 m ³
Recycled	0
Rainwater	0
Water per guest	39 litres
Emissions	
Scope 1 Emissions (total)	0
Scope 2 Emissions (total)	17.9 t
CO2 per guest ²	46.8g
District Heating Emissions (total)	3.9 t
Electricity Emissions (total)	14 t
Scope 3 Emissions (total)	unknown
Waste (t)	
Carton Board	4.64
Combustibles	56
Glass	5.64
Compostable	13.1
Fats and Oils	16.1
Metal	1.5

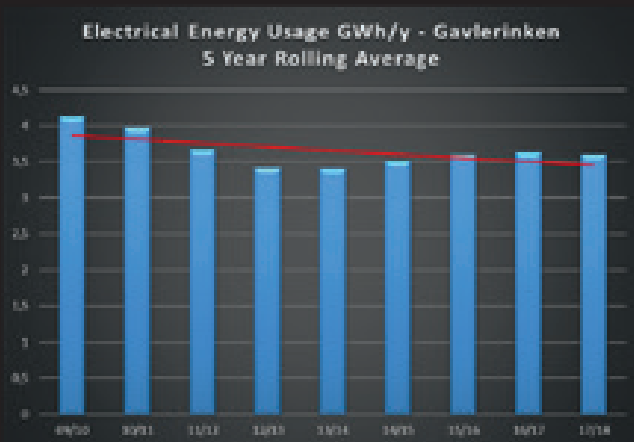
² Based on total number of visitors being 382 818. This number is considered accurate within 5%, inaccuracy coming from double counting of guests in the restaurant and conferences which have been accounted for as much as possible.

Energy

Our arena, Gavlerinken operates with 100% renewable energy from Gävle Energi, one of our main partners. Together we work constantly to reduce our energy consumption.

The graph below shows the five year rolling average for electrical energy consumption at Gavlerinken. We have used a rolling average to even out the effects of winter temperature variations between the years.

The overall trend is a gradual decrease however after an initial period of decreasing consumption the energy usage has started to increase. There are several reasons for this. Our two primary areas for energy consumption are the ice making equipment and the restaurant. If the men's team are successful in making it to the playoffs, and like last year make it to the finals, the ice is in use for a longer period of time. In the last two years the ice has been left on throughout the off season in order for us to operate our summer hockey camps. This is one aspect of the hockey camps that we will need to consider during the next two seasons when we review our hockey camp programme. The last cause of the increasing trend is due to the installation of additional ovens and equipment in the restaurant to allow us to cater for school lunches.



DATA NORMALISATION

We have decided to normalise our energy usage based on our customer numbers. There are a variety of events that we offer, with different energy requirements so this is not the perfect normalisation factor but it is our starting point. Spectator numbers for hockey are based on ticket sales. Customer numbers for function and other events are based on bookings (for multi day events we have counted each day as a separate event), and restaurant patrons are measured based on the number of lunches provided. Towards the end of this season we installed separate electricity meters in our kitchen so we can get more information on where our electricity is used and thereby work to reduce

consumption. Information from these meters will be available in the next report.

Energy usage Gavlerinken

Heating	Electricity
Waste Heat from local Industry	Biofuels
	Wind Power
Biofuels	Hydropower

ENERGY SOURCES

The main sources for our electrical energy are hydroelectric (approximately 51%), biofuel (approximately 43%) and wind power (approximately 6%). The breakdown of electricity given is based on 2017 end of year figures available from our supplier which is not an exact match to our season but which is still considered a reasonable representation for our total season (May 2017 – April 2018). All this electricity is obtained from nearby energy plants in Sweden. Our heating requirements are met by district heating that is sourced from local industry where the by-product of excess heat from the paper industry is used in combination with heat from a biofuel boiler in Gävle.

REDUCING CONSUMPTION

Some of the biggest reductions in energy consumption achieved to date have resulted from replacing existing electrical heating with district heating, working on building structures and insulation to separate cold areas from warmer areas (for example the ice hall from the restaurant), and rebuilding the ventilation system to recycle air in the arena reducing the amount of air requiring heating. We also plan a week in advance for as many systems as possible to only operate during periods when they are required instead of continuously. For example, we maintain a warmer ice temperature in the arena overnight when the ice is not in use and we also reduce lighting in the arena when the ice is not in use for any period of time during the day as well as overnight. We have begun a program to replace existing mercury containing lights in the arena with LED lighting.

Another area where we use a lot of energy is our cooling

system for the ice. At present we use an ammonia refrigerant system with a brine secondary fluid. The salt solution becomes thick at the low temperatures requiring a lot of energy to pump it around and is very corrosive. The new system will use carbon dioxide as the refrigerant and ammonia as the secondary fluid. This system is far more energy efficient and will produce usable excess heat as a by-product that can be used for heating in other parts of our operation including to melt ice scrapings in an ice pit allowing us to re-use some of our water. Our refrigeration system uses no hydrofluorocarbons (HFCs) or ozone

depleting substances. We will begin installing this system in summer 2018 and will complete the installation in the summer of 2019.

Finally we believe in working together to progress the development of renewable energy sources. We cooperate with Gävle Energi and Gävle Högskolan on a research project for wind generation in the urban environment. There are two wind turbines located at the top of our arena that form part of this project. All energy from these turbines is used in the arena.

Water

All of the water used today by Brynäs IF comes from the local town water supply. We currently do not collect and use any rainwater or recycle any of our water. The source of our water originates from a groundwater stream in our area and so does not impact on any protected areas. However, we recognise a need to preserve our natural resources and realise that we may not always have access to drinking quality water in the future. The region where we are located has been suffering from groundwater shortages in recent years. As part of our plan to install a more energy efficient ice system we have identified the potential to recycle some of our water for reuse in the arena. The excess heat produced by the new ice system could be used to melt ice scraped from the arena in an ice pit, which can then be

filtered and re-used in the arena. Today the ice scrapings from the arena are placed outside and then a truck collects them and places them in another location. Re-using this water will have the added benefit of making the area safer with reduced traffic from the ice tractor and will reduce our scope 3 emissions.

Gavlerinken is located in a water catchment area and so we have a catchment pit located outside the arena to prevent inundation of the catchment system during heavy rainfalls but also as a buffer in the case of any spills or contamination in the area.



Emissions

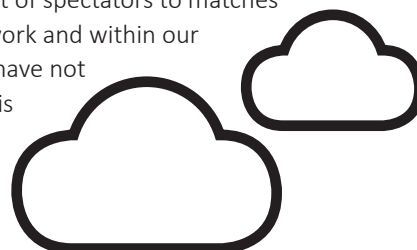
Gavlerinken operates with zero direct emissions.

Our scope 2 emissions are 100% fossil free. Scope 2 emissions from Gavlerinken consist of emissions from electricity and district heating. Fifty seven percent of our electricity usage is free from CO₂ emissions and the remaining 43% are carbon neutral (we use only hydroelectric, biofuel and wind generated electricity). This means our electricity is 100% renewable, carbon neutral and fossil free.

All our district heating comes from either waste heat from industry or the combustion of waste materials. All our emissions from district heating are also 100% fossil free, carbon neutral and renewable. Our scope 2 emissions were 17.9 tons CO₂ for the 2017/2018 season. These emissions are

calculated based on 2017 emissions data from Gävle Energi.

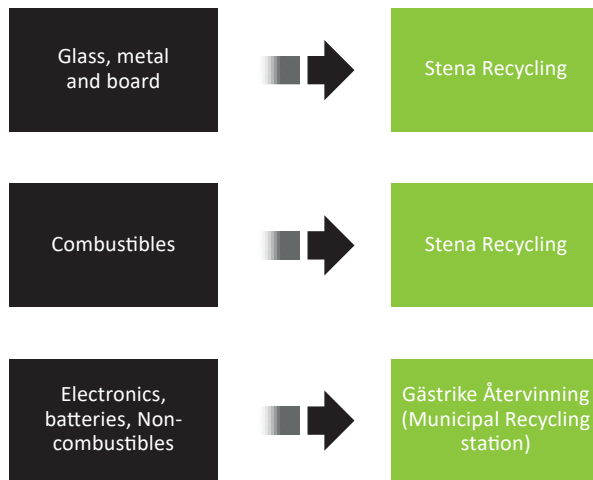
At present we do not have a good grasp on all our scope 3 emissions. We will investigate the emissions for team travel during the 2018/2019 season. We do not have any control of the remainder of the scope 3 emissions that involve the transport of spectators to matches and of our staff to work and within our supply chain so we have not included these in this report.



Waste

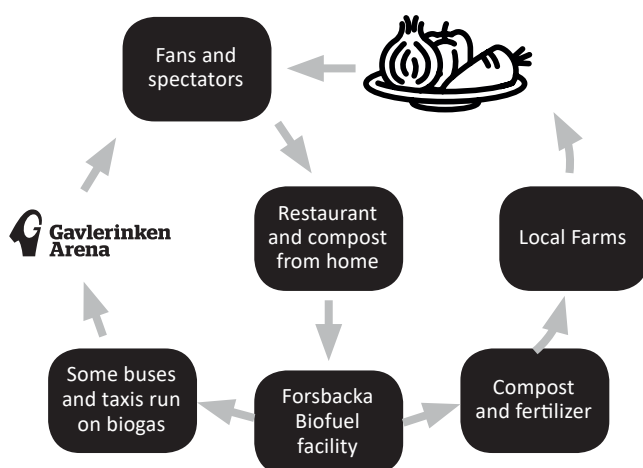
Waste from Gavlerinken is handled by both municipal and private entities. We sort our waste in many different ways as illustrated in the following diagrams. All of our waste streams are processed into useful substances. Much of our work with waste to date has gone into sorting it correctly. We could improve on this by trying to reduce the amount of waste we generate in the future

Gavlerinken waste streams



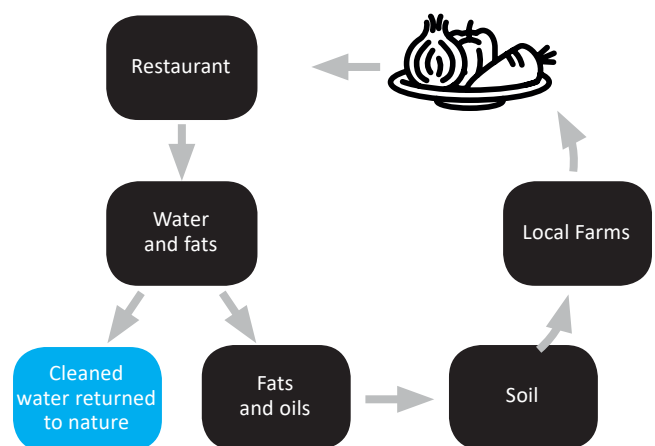
The restaurant is our biggest source of waste. In the restaurant we separate our waste into fats, food compost, paper board, glass, metal and combustibles. Electronics, batteries, and old mercury containing lights are taken separately by us to the municipal recycling station as needed. We have worked together with our municipal recycling station Gästrike Återvinning and Stena Recycling to make sure we sort our waste into the right components.

Organic waste - Restaurant



This year 13.1 tonnes of food scraps and organic waste was collected from our restaurant, enough to make approximately 1179 cubic meters of biogas and 7 tonnes of liquid and solid organic fertilizers. Organic material is taken to a nearby biogas facility where it is processed into biogas, compost soil and fertilizers. The Biogas is used in 15 of the buses operating in Gävle, some of which are used to transport spectators to Gavlerinken on Game Days. The compost soils and fertilizers are used by local farms to grow produce, some of which is then purchased and used by our members. Our fans, spectators and members living in Gävle also contribute to the production of Biogas in the town through separating of compost in their homes.

Restaurant waste water



Fat from the restaurant is collected in a tank which is periodically collected and sent to the Biogas Facility in Forsbacka. As illustrated in the diagram the water is separated from the fats and oils, cleaned and sent back into nature. The fats and oils are combined with other nutrient rich ingredients to form a soil, which is then sold to local farms for growing food.

Our arena is connected to town sewerage so all appropriate liquid waste is sent to a local processing plant. This waste then contributes to the production of biogas which is used to fuel some of the local buses and taxis, including those used to transport spectators to the arena on game day.

EQUIPMENT WASTE

Hockey generates some waste that is sport specific such as broken hockey sticks, team jerseys, padding, skates and so forth. Depending on the condition of this equipment, much of it is repaired and re-used in our junior teams and within the club. At the end of the season our team jerseys are auctioned online. The remaining gear is either recycled or combusted for energy. In order to try to reduce our waste in this area we first need to measure how much is generated. We do not currently have a system for measuring our material usage and recycling/reuse rates but will develop one during the next season.

In the senior team, an average player uses approximately 25-30 sticks, 2-3 pairs of skates, 2-3 pairs of gloves, one helmet (which is changed if the player experiences a concussion) and one pair of hockey pants. Body protection is typically used for a couple of years by a player. Our present estimate is that 95% of equipment is reused by junior, youth and sponsor hockey teams.

Environmental Compliance

At Brynäs IF we comply with all Environmental Regulations and have not had any reportable incidents. We apply the Precautionary Principle with any chemicals that we use, always choosing those with the least environmental and health impacts. We fulfill our statutory requirements regarding reporting inventories of refrigeration chemicals on an annual basis as required. We have had zero leaks of any greenhouse gases used in our refrigeration processes.



**Reduce water
use by 5%**



**Waste
Prevention
Programme**



**Reduce district
heating energy
by 25%**



**Reduce
electrical
energy by 10%**

Environmental Goals

Moving forward our water, energy and waste goals for the next 5 years are as follows:

1. Reduce water use by 5%
2. Develop a Waste Prevention Programme in line with the European Commission's Waste Prevention Guidelines.
3. Reduce district heating energy by 25%.
4. Reduce electrical energy by 10%

Social Sustainability

Occupational Health and Safety

Below is a table containing the injury statistics for all our elite teams:

	Total Injuries	Concussions
SHL	62	10
SDHL	32	1
J18 / J20	25	11

The injury rate that is of most concern to us is that regarding concussions. Existing safety equipment for hockey does not protect the head from concussions. Below is a list of the steps we take to minimise and treat concussions:

- We work together with the whole SHL to increase players' awareness of concussions and the consequences of them in order to increase respect for each other as players.
- We always use the latest helmets with the best protection for the brain. A new type of helmet will be used in 2018/2019
- We train our players to tackle with sportsmanship and technically safe methods, and to receive tackles in a safer way technically.
- To diagnose and rehabilitate players with concussions we use SCAT5. This is now mandatory for all SHL, SDHL and J20/J18 teams.
- Before each season starts we take a baseline of each player which can be compared to the same information gathered 24-48 hours after an acute injury.
- Our routines include using the brain staircase and checking an injured player with SCAT5 at the end of the stairs to ensure that they are ready to play again. The brain staircase is a 6 step process to re-introduce a player to full match capacity. These six steps are resting, aerobic training, skills training (e.g. skating and running), training without body contact, full team training and last of all match participation.

We have taken steps within Brynäs to reduce head concussions by adding extra penalties to any of our players that perform tackles to the heads of other players in addition to the existing penalties conferred by the disciplinary board. During this season we had two players disciplined for head tackles to the opposition. We also had one of our own players, Daniel Paille, experience a particularly bad head tackle and subsequent concussion when playing a CHL match in Gävle. Daniel has not returned to playing since this incident as a result of this concussion.

There is much discussion in ice hockey at present regarding the high level of concussions and head injuries experienced by players of all ages. Dr Ann McKee from Boston Hospital in the US is currently conducting research into brain damage in former athletes, investigating the potential link between concussions and CTE (chronic traumatic encephalopathy). CTE is a neurodegenerative disease found in the brains of people who have had repetitive brain trauma. She is well known for finding brain damage in over a hundred deceased NFL players in the US. CTE can only be diagnosed post mortem at present and the exact cause has not been established but a strong link is emerging connecting it to head trauma.

There are several ways that players are exposed to head trauma during matches. As already discussed, tackles to the head are one way, and here we have already taken some additional steps to eliminate them from happening. If necessary we will increase the penalties for our own players to prevent these from occurring. A second way is through fighting. There is a general acceptance of fighting amongst players and according to Dr McKee, this needs to stop to prevent avoidable brain trauma. At present we are working together with SHL to determine a path forward to reduce the number of concussions experienced in ice hockey.

Diversity and Equal Opportunity

BOARD OF DIRECTORS

The seven members of the board consist of six men and one woman. More information regarding our Board is available in the Governance section of this report.

Age	Number
<30	0
30-50	3
50+	4

We do not currently have any representatives from minority groups on the board. All board members work pro bono so there are no remuneration differences based on gender to report.

SENIOR MANAGEMENT TEAM

Our Senior Management Team consists of the Club Director and eight managers, 2 of the managers are female and 6 are male. More information regarding our Senior Management Team is available in the Governance section of this report.

Age	Number
<30	0
30-50	9
50+	0

There are no other minority groups represented in our senior management team.



EMPLOYEES

At the end of the season our employee statistics were as follows, including employees in both BIF and BAAB:

	Male	Female
Permanent	31	12
Part-time	106	191
Contractors/Temporary	140	191
Volunteers	67	29

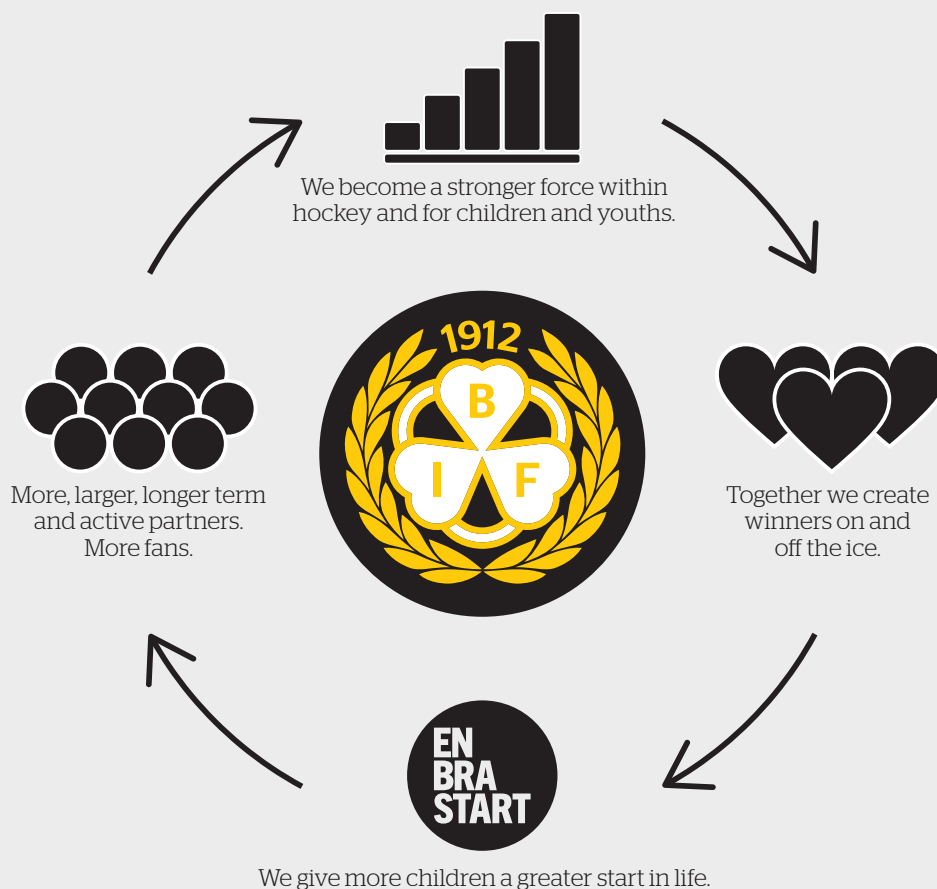
All of the part-time workers were also temporary, that is they were hired on a seasonal basis for part-time work. Minority traits of our employees other than gender are protected under privacy laws but we believe we have a very low rate of minorities amongst our employees.

Our volunteers work with ticket scanning at the entrances, match officials, event hosts, crowd control of the stands and as emergency co-ordinators.

All our employees have collective bargaining agreements available to them through various unions. The decision to be included in these agreements is considered a private matter and therefore the percentage accessing these agreements is unknown.



Sponsorship



THE SOCIAL RESPONSIBILITY MODEL

There are two main sponsorship streams received by Brynäs IF. The first is generated from local and national businesses and organisations and these are completely controlled and managed by Brynäs IF. Details of the various levels of partnership available can be found on the Brynäs website. For the first two larger, longer term and active partnership levels we have a novel sponsorship structure compared to other sporting teams with our strategy focusing on moving from exposure to social responsibility. We have been leaders in our sport in working with this business model and the clean jersey for 5 years. This model involves working together with our partners to drive the work accomplished within our A Good Start core business. Here we only accept partnerships with companies with a genuine interest in improving and contributing to our local society and global children's rights. We do not accept partnerships from any companies with products not suitable for children.

The remaining levels of sponsorship are for local businesses primarily with an interest in hockey.

The second main sponsorship revenue stream received by Brynäs IF is generated and managed by the Swedish Hockey League (SHL). At present the main sponsors here include alcohol and gambling companies and we are concerned about the effects of normalising these businesses with sport, particularly for vulnerable groups in society such as children and those with gambling and addiction problems. Children are more likely to have the intention to try gambling products when they are aligned with culturally valued activities such as hockey, especially when they have perceived knowledge about hockey and the products are advertised in the arena³. In 2018/2019 we will begin an open discussion with both the SHL and sponsors involved to determine the most responsible path to continue on in this area. Our goal is to use the power of the SHL to develop new business models to have a positive impact on society.

³ Factors that influence children's gambling attitudes and consumption intentions: lessons for gambling harm prevention research, policies and advocacy strategies Hannah Pitt, Samantha L. Thomas, Amy Bestman, Mike Daube and Jeffrey Derevensky

Gender equality -SDHL

Brynäs IF have had a women's team since 1981. We believe that ice hockey is a fun sport that teaches people many physical and mental skills and therefore has benefits for all people to play. Encouraging all children to be active is in line with supporting the Convention on the Rights of the Child.

At present the number of women and girls who play ice hockey in Sweden is low but it is increasing nationally thanks to efforts from many clubs and the Swedish Ice Hockey Association. During this season women and girls represented 7.6% of the total registered players in Gästrikland as shown in the table below.

Registered Players	Male	Female	Total
Beginners (0-9) (b. 2009 - 2018)	426	50	476
Youth (10 - 20) (b. 1998 - 2008)	1258	73	1331
Senior (>20) (b. - 1997)	276	38	314
Total	1960	161	2121

The figure below shows the number of female players each year for the past five years in the 10-20 year age group. We will use this as the baseline for our work to develop women's hockey in our region. The goal of the Swedish Ice Hockey Association is to nationally increase the number of female players by 500 each year, which based on the percentage of the female population in Gästrikland would be an increase of 8 players per year⁴.



Many comparisons are made between the women's team and the men's team and it is important to discuss the history of professional sports in order to understand why these differences exist and to find a successful path for equalising them. Firstly, not all sports are professional, this

includes both women's and men's sports and in fact it has only been in recent years that professional athletes have been allowed to compete in multimillion dollar events such as the Olympic Games, many athletes competing here are still amateurs. Some of the more successful and well known elite professional sports include football, tennis, basketball, ice hockey and golf. Outside of these elite sports the money that athletes can earn drops dramatically. Sports become professional when they are able to generate a revenue that is able to sustain payment to the players in addition to covering competition costs. These sports generally have four things in common that make them successful as elite professional sports: amateur players far outnumbering the professionals, high match attendance, mass media coverage of the sport and sponsorship and endorsement contracts for individual players or teams. None of these four things currently exist at the necessary level for the women's team to be sustainable at an elite professional level.

EQUALIZING PLAYING CONDITIONS

Our goal at Brynäs IF is to change this and our ultimate goal is of course to have a fully sustainable and self-supporting women's professional team. We know that whilst we have made some progress with the women's team that we still have a long way to go. However, we also recognise that it is an immature sport for women and that we cannot develop in isolation but must do so in conjunction with other teams in the SDHL and the SHL.

To date, we have started to equalize playing conditions for the women's team. During 2017 the women's change rooms have been upgraded, the situation with inadequate showering facilities has been budgeted for and will be fixed in 2018/2019. All equipment and transport to games is provided by Brynäs IF. Women's games are played at Gavlerinken in the A-Hall and they have a professional coach. Local papers and our communication department regularly provide news from the women's team and some sponsorship contracts have been secured. All players are now contracted and SDHL is a part of our core business.

⁴ Population numbers based on SCB data from 31/12/2016



Discussions have begun with Gävle Municipality regarding a hockey gymnasium for girls to attract and develop local talent to provide a foundation for future teams. Our team this year consisted of only two players with a local mother club and we do not believe it is sustainable to build a future without an increase in local players. We also need to initiate a program with our regional clubs and municipalities to review all the ice hockey facilities in our region to ensure they cater to an inclusive environment for women and girls with, for example, appropriate showering and changing facilities.

We now need to develop a strategy for how to take our team to the next level by working towards increasing participation levels and match attendance, and thereby creating a sustainable business model. A taskforce was been put together consisting of players, staff, and board members to address the remaining issues surrounding the women's team and to create a better environment for our players and surrounding staff. This group was formed at the end of this season and the change and progress they achieve will be contained in our next sustainability report.



Local Talent Development

Brynäs IF currently operates one of the most successful junior training facilities in Sweden. During the 2017/2018 season we had 4 players progress to the NHL/AHL in combination with approximately 10 players already there. Our junior teams consist of U16, J18 and J20.

Twenty six percent of our senior team (measured at the start of this season) had a Gävleborg based mother club. Seventy eight percent of the team were Swedish Nationals and of these, 57% played in Brynäs J18 and J20 teams, and 24% in U16. We believe that local talent is the foundation upon which we build our club and will continue to achieve this through our junior teams.

In conjunction with Borgarskolan we operate an elite hockey gymnasium for our junior players. This education is certified by the Swedish Ice Hockey Association (Svenska Ishockeyförbundet) and gives players the opportunity to complete their high school studies whilst maintaining a focus on training for elite sports. Between 06/07 and 16/17 just over 50% of our players completing this programme made it to SHL or Allsvenskan teams.

At present we are looking to build a similar foundation



for women's teams and are working closely with Gävle Municipality to start an elite ice hockey gymnasium programme at Borgarskolan for women by 2021. We also have plan in motion to provide the same base for hockey for girls in our region that will be comparable to the boys youth hockey.

The Gästrike Model

The Gästrike Model (Gästriken modellen) is a unique concept developed by hockey clubs in Gävleborg to maintain a high level of hockey through the healthy functioning of several local clubs. The region is divided into geographical areas and players are only eligible to play for the club dedicated to their area. This allows all clubs to flourish and keeps the competition strong by preventing any one club from building an elite team in an age group. Through this model the clubs in Gävleborg have been able to foster a strong talent pool of local players and a competitive league within a relatively small geographical area. Our own U8 – U15 teams are participating in the Gästrike Model.

In the future we would like to further develop this model with the assistance of the other clubs in our region. In recent years we have ourselves not adhered strictly to this model, with negative impacts on several teams and clubs, and so it now seems like the right time to review this model and the contribution Brynäs makes to all the clubs in our region. During the 2018/2019 season we plan to invite representatives from each club to discuss, improve and launch Gästriken modellen 2.0. We also have a goal to expand the Gästrike Model to include girls in our region and we have strengthened our women's team with players that will help us to achieve this goal.



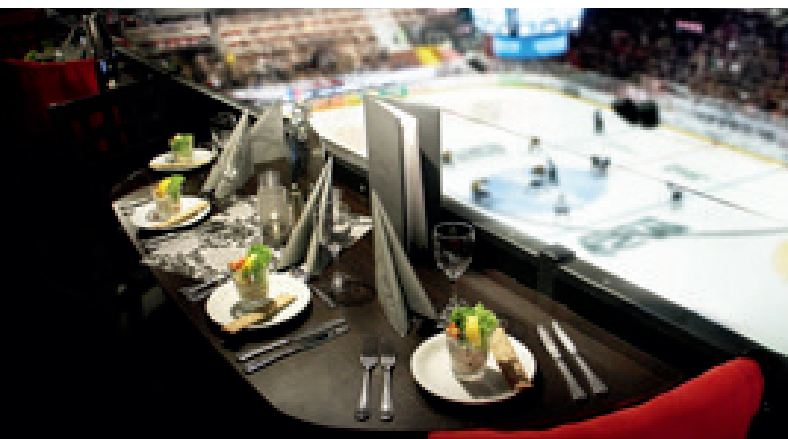


Hockey camp

During the summers of 2018 and 2019 changes are being made to the cooling systems for the ice to make them more energy efficient. For this reason there will be no summer hockey camps during these years. We plan to take advantage of this time to review what is offered during the summer camps and hope to come back with some new and exciting options for 2020.



Restaurant and Food Services



Our restaurant delivers several food services to the local community. Each year we serve lunch through our restaurant to approximately 100 000 guests in addition to meals served in conjunction with SHL matches. We are responsible for providing approximately 100 000 school lunches for students from Prolympia, a school in close proximity to our restaurant. Finally we serve a variety of snacks and beverages at our kiosks and bars during events.

To date we have not had an intentional focus on sustainability in our food service areas. This year we have identified areas where we can begin to work. Our next step will be to engage with our various stakeholders to identify improvement opportunities within the sustainability area. Following is a list of areas that we have identified as important to focus on:

1. Reduction of waste from the restaurant
2. Healthy eating – review of food offered in kiosks, provision of low sugar and healthy options
3. Reduction of single use plastic items
4. Food transparency in the whole supply chain related to consumer interests in health, the environment, culture and social well-being.
5. Responsible consumption of alcohol to reduce domestic violence and other negative effects of alcohol consumption in our region

This season we disposed of 13.1 tonnes of compostable material comprising primarily of food waste. According to the United Nations all countries are expected to halve their food losses by 2030 and so we will set this as our target too.

The European Commission is currently proposing new EU-wide rules to target 10 single-use plastic products that account for 70% of the marine litter in Europe. Several of the proposed to be banned items are currently used by the restaurant. Our usage during the 2017/2018 season of single use plastic items that will be affected by the proposed ban is contained in the table below.

Item	Quantity
Straws	11 750
Cocktail sticks	11 000
Forks	19 000
Knives	15 000
Plates	19 500
Containers	6 776
Container lids	6 200
Cups (reduce use only)	36 680
Drink Bottles (allowed if caps remain)	unknown

Gävle Municipality (a main partner) has a goal for all school meals to contain a minimum of 50% organic food. The average in the county at present is approximately 40% and the highest around 70%. Our school meals currently contain 23% organic content based on a standard meal⁵ containing milk and 0% for meals not containing milk. Our waste for school meals is around 15%.

⁵ A standard meal consisting of 280g of warm food, 4g hard bread, 2g butter, 50g raw food, 5g dressing and 100g of milk.

Governance

Highest Governance Body

Brynäs IF's board consists of the chairman and six other members. The board operates and is selected according to the club's by-laws (www.brynas.se/klubbinfo/stadgar).

Board Members are elected for two year terms with half being re-elected each year at the AGM. The Chairman is elected on a yearly basis. All Board Members are Non-Executive and work on a pro-bono basis. The goal of the selection committee is to ensure the board has a valuable and relevant skill set in order to direct the work of the Club Director to the optimum benefit of the club. The selection committee is selected by the members. There are 8976

members in Brynäs IF.

Four committees were established in 2017 to focus on key areas for Brynäs IF. These committees were established as it was evident that the board was too distant from the day to day operations of the club in order to fulfil their duty of steering the work of the club in the right direction. Each committee consists of at least one member of the Board and at least one employee. The four focus areas established were Sport, Events, Finance and Sustainability.

Following is a short summary of all the Board Members for Brynäs IF.

JÜRGEN LORENZ Chairman

Events Committee

Board Member: 9 years

Employment: CEO of Netbuss
Stadsbussarna AB

Board Memberships: Fire Protection
Association Gävleborg (Chairman)
Fire Protection Association Mitt Ut-
bildning AB

Education: Diploma in Insurance
– IFU SSE Executive Education,
Diploma in Life Insurance – IFU SSE
Executive Education, Marketing and
Economics – Uppsala University,
Executive Program In Infra Service
Management – KTH Executive Educa-
tion, Certified Board Member – The
Swedish Academy of Board Directors
*Sustainability is about justice for all to
live in safety and well-being over time.*

CHRISTER JOHANSSON Vice Chairman

Temporary Club Director (2/1/2018 –
27/4/2018)

Events and Finance Committees

Board Member: 8 years

Employment: Retired. Former owner
of ICA Maxi in Hemlingby
Sustainability for me is about every-

*thing we can affect in a positive way
that is currently having a negative
effect on our planet and humanity.*

PETER BERGSTRÖM

Sports Committee

Board Member: 2 years

Employment: Key Account Manager
for Vård, SOS Alarm

Education: Bachelor's Degree in Nurs-
ing- Gävle University

Board Memberships: Member of
Gävle City Council

*Sustainability consists of several parts
for me. A sustainable working life where
the conditions give you the opportunity
to keep and develop over time. Sustain-
ability with our common resources so
that our children can inherit a healthy
soil with air to breathe and healthy food
to eat for example. It is also about eco-
nomic sustainability. We need to take
responsibility for the economy today so
that we can handle today's business,
development and future challenges.*

ANDREAS DACKELL

Sports Committee

Board Member: 2 years

Hockey: Brynäs captain 2008- 2012
Olympic gold medallist 1994
National titles 1993 and 2012

NHL for Ottawa Senators 1996- 2001
NHL Montreal Canadians 2001- 2004

*From my perspective sustainability is
about respect for the club brand and
ensuring that no one person can ever
be more important than that. And con-
tinuity in the work we do within Brynäs.*

MALIN ERIKSSON

Events Committee

Board Member: 2 years

Employment: Marketing Manager for
Gävle Energi AB.

Board Memberships: Gefle IF Football.

Education: Degree in Economics,
Quality and Logistics- Gävle University
*Working in a sustainable way is about
finding sustainable working methods
and models that make a positive dif-
ference in today's society and in the
future. Methods and models should
be dynamic and responsive, that is, be
adaptable to the user's needs, oppor-
tunities, and conditions and make a
difference where the target group re-
sponds. But always with the same goal
- to create winners on and off the ice.*

MAGNUS KANGAS

Sustainability Committee

Board Member: 2 years

Employment: Mill Director for Bil-
lerudKorsnäs, Managing Director for
Diacell

Board Memberships: Bomhus Energi
AB, Korsnäs Social Fund, SPCI (Chair-
man paper section)

Education: Masters of Science – Royal
Institute of Technology
Executive MBA – Mgruppen
Certified Board Member – The Swed-
ish Academy of Board Directors
Grad. Dip. Business Admin. – Stock-
holm School of Economics
Masters Cert. Project Management –

George Washington University

*My definition for sustainability is
"when something is good for me and
the world". So working on having a
sustainable business is at the same
time making the world a better place
to live in. We can all contribute every
day to making a difference, may it be
to the environment or the society that
surrounds us. Brynäs IF should use its
strong brand to give back to society
and at the same time minimize the
potential negative aspects of running
a hockey club.*

MATS ÖSTLING

Finance Committee

Board Member: 13 years

Employment: Manager Global
Finance Shared Services for Sandvik

Board Memberships: Pension Fund
for retired Brynäs Players

Education: Bachelor of Economics-
University of Uppsala

*Sustainability is about operating a
business in harmony with the rest of
society. It means to me that Brynäs
IF as an elite club helps to develop
society - "do good things"*

Senior Management Team

There are nine members of the senior Management Team for Brynäs IF consisting of two women and seven men.

MICHAEL CAMPESE Club Director

Employed: 2018

Education: International Sales and
Marketing – Mercuri International

Previous Employment: Club Director
Bandy and Football, Västerås SK

JOHAN CAHLING Director of Sustainability and Brand Management

Employed: 2013

Education: Masters Degree in Busi-
ness and Economics- Gothenburg
School of Economics

Previous Employment: CEO – Cahling
Business Development, Creative Direc-
tor – Brinc Relations AB

*The biggest challenge for Brynäs at
the moment is to make sure that we
do this together, that everyone in the
club is on board and heading in the
same direction to create the world's
most sustainable sports club.*

STEFAN BENGTZEN Sports Manager

Employed: Contractor (3 years)

Education: School of Life

Previous Employment: Sports Man-

ager Karlskrona Hockey Club

*The sustainability challenge for Brynäs is
to find a more stable financial balance,
with the turnover we have we should
have clearer guidelines on what we
invest in and more questioning of the
Return on Investment for everything we
do within the club. We must be able to
withstand 1-2 bad years in the league
without it turning our business upside
down. We need tougher economic re-
quirements and must operate within our
budget. Generally better financial guide-
lines throughout all our work. Long term
we need to stick to set goals and visions.
Then we need to be able to handle any
upsets without greatly destabilizing our
business. A secure and calm work place
produces secure and calm employees =
GOOD RESULTS IN THE END.*

PERNILLA DALBORG A Good Start Manager

Employed: 2018

Education: Teacher's Education in
Swedish and English- Stockholm
University, Master's Degree in Leader-
ship- Uppsala University, Principal's
Education- Uppsala University

Previous Employment: Regional Prin-
cipal for Lillhagen School District

*The biggest challenge for Brynäs IF
regarding sustainability is to have a
clear structure and well established
routines in our organisation for a long
term, consciously thought through
work with sustainability. We have long
established structures and cultures
that we need to work on within our
organisation to reach our sustainabil-
ity goals. We need to communicate
more than just hockey to survive and
become a modern and fresh associa-
tion. We need to communicate – and
of course, to live sustainably. Sustain-
ability at all levels must permeate
all of us who work in the club, and
we must all be able to speak for that
'product' as well.*

*To me, from an economic, social
and environmental point of view,
sustainability is about taking respon-
sibility for our influence on both sides,
our environment and our stakeholders
(fans, companies, etc....). It is through
transparency, honesty, humility,
awareness, good relationships and a
well-established value base that we
will achieve this. Environmental sus-
tainability/awareness, social sustain-
ability/awareness and responsibility
can generate economic sustainability,*



that is, everything is connected. We save money on young people who can complete school, for example. We save money and reduce environmental emissions by replacing plastic packaging with paper products etc.

PETER JENSEN Facility Manager

Employed: 2006

Education: Economics

Previous Employment: Korsnäs AB

From my perspective sustainability is a lot about the environment, energy, residual waste and water usage and that we work proactively at the forefront of these questions to show that we take these seriously. For example, the ice we make today is made using drinking water, which is eventually dumped outdoors after being driven away by a tractor when it could be recycled instead. Otherwise, we are an organisation that is built on that people "like" us, support us emotionally and/or financially, either purely for a love of the sport or because they see other great things that we as a club stand for and work with. The greatest challenge is to make sure everyone in the organisation is on board the train,

it will not work if someone stands in front of the process, it does more harm than good to the cause.

PER JOHANSSON Finance Manager

Committees: Finance Committee

Employed: 2015

Education: Masters of Economics

Previous Employment: Financial Manager PRIVAB Grossisterna AB

Our challenge is to ensure that society survives in the long term, both economically and socially and from a sports perspective. Sustainability, I think, is ensuring long-term use of resources, etc., to last as long as possible to ensure future survival.

ELIN LITH Communications Manager

Employed: 2010

Education: Masters of Service Management- Lund University
Bachelor of Sports Management- European University Barcelona

Previous Employment: AWA Sweden AB

I think the event itself is a challenge for sustainability. All visitors bring a lot of rubbish and we can handle this rubbish better.

Environmental stations in the arena, collect bottle deposits etc.

KARI LITMANEN Sales Manager

Employed: 2014

Education: Sports Marketing- Caddie Sport and Business AB

Previous Employment: Salesperson- Swea Rör & Stål AB

The biggest challenge for Brynäs IF is economic sustainability, having financial results connected to sporting success. For me sustainability means prosperity in the long term regarding the environment and financial aspects. Not working only in the short term.

MATTIAS LUNDQVIST Restaurant Manager

Employed: 2011

Education: Food Technology

Previous Employment: Business Navigation Operational Manager – Ikea

Sustainability is for me is when every living thing and the world we live in feels good today, tomorrow and in the future. I only see a challenge if we do not work with sustainability.

Management Approach to Material Topics

This is the first sustainability report presented by Brynäs IF and it includes many new concepts and ways of working for us including methods to measure our progress. We have decided to start with a couple of material topics where we have data easily available and as we become more comfortable and experienced with reporting we will increase the number of topics that we report on. To start with we chose one topic from each category.

Although this is our first report we have been working with social sustainability for several years through our A Good Start Programme. Our success has depended on the co-operation of many and as a result we thought our first report should centre on telling our story and how a small community pulls together to make society better. The report content is all related to telling this story in addition to supplying required data for GRI reporting, core option.

For the environmental material topic we have chosen to report on the water usage at our home arena Gavlerinken. In recent years we have not worked on reducing our water usage but a new ice system will give us the opportunity to start recycling some of our water. Fresh water is a global crisis at present as evidenced by the water shortages experienced in Cape Town South Africa this year, and the changing rainfall patterns caused by climate change.

For the economic material topic we have chosen to report on the impact of our purchasing power on local suppliers. We have included all purchases made by both Brynäs IF and Brynäs Arena AB. We make a significant contribution to the local economy in our area and felt it was important to start measuring this. Measuring will increase our awareness of our impact and thereby hopefully increasing the value of our financial contributions into our local community.

We have chosen Diversity and Equal Opportunity as a starting point to report on our social impacts as this will be a

focus area for us next season and it is important to start measuring where we are. For this report we have looked at the diversity of our governing body, our senior management team and our permanent employees. Creating a diverse and inclusive environment through all our operations is important for ensuring everyone in our region has equal opportunity to play hockey, to watch hockey, to join in our activities with A Good Start, to work or volunteer within our organisation and to eat in our restaurant. We recognise that there is a lot of work to be done to ensure all our business areas are diverse and inclusive. A lack of diversity in any of our operations suggests we do not have an inclusive environment and this is something we think we need to work on.

Partners and Sponsors

MAIN PARTNERS

BAUER

BILBOLAGET



OFFICIAL PARTNERS



OTHER PARTNERS

A list of all our other partners can be found on our website
<https://www.brynas.se/foretag>.

Glossary

A Good Start

Core business area for Social Sustainability called 'En Bra Start' in Swedish

Allsvenskan

Swedish Professional Hockey League below the Swedish Hockey League

BIF

Brynäs Idrottsförening

Gavlerinken

Brynäs IF's home arena

GRI

Global Reporting Initiative, most common guidelines used globally for sustainability reporting.

Gävle

Town where Brynäs IF headquarters and arena are located

Gävleborg

One of 21 counties in Sweden

Gävle Energi

Main Partner, municipal energy supplier working together with other government and non-government businesses in Gävleborg

Gästrike Återvinning

Municipal recycling company

Gästrikeland

Traditional province of Sweden

Gästrike Vatten

Municipal water company

RCP 4.5

Representative Concentration Pathway for radiative forcing stabilizing at 4.5 watts per metre squared. This is affected by the level of greenhouse gases in the atmosphere. Medium impact on climate change

RCP 8.5

Same as for RCP 4.5 but with radiative forcing stabilizing at 8.5 due to higher greenhouse gas emissions. Greater impact on climate change.

SDG

Sustainable Development Goals – a set of 17 goals set by the United Nations as a plan of action for people, planet and prosperity

SDHL

Swedish Women's Hockey League

SHL

Swedish Hockey League

SMHI

Swedish Meteorological and Hydrological Institute

The Way In

Social sustainability model to bring young people from the fringe into society through work experience.

GRI Content Index

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Material topics

Procurement Practices		
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	50
	103-2 The management approach and its components	50
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	32
Water		
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	50
	103-2 The management approach and its components	50
GRI 303: Water 2017/2018	303-1 Water withdrawal by source	33
	303-2 Water sources significantly affected by withdrawal of water	35
	303-3 Water recycled and reused	33,35
Diversity and Equal Opportunity		
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	50
	103-2 The management approach and its components	50
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	39

Whether we like it or not – whether we choose to “believe” the science or not – the reality of climate change is upon us. It’s affecting everything: not just weather patterns, ecosystems, ice sheets, islands, coastlines, and cities across the planet, but the health, safety, and security of every person alive and the generations to come. Worldwide, we’re seeing related symptoms like the acidification of our oceans, which could devastate coral reefs and marine life, and the changing biochemistry of plants, including staple crops.

We know exactly why this is happening. We’ve known for more than a hundred years.

Dr Jonathan Foley
Executive Director
California Academy of Sciences

THERE IS NO HOCKEY ON A DEAD PLANET

