

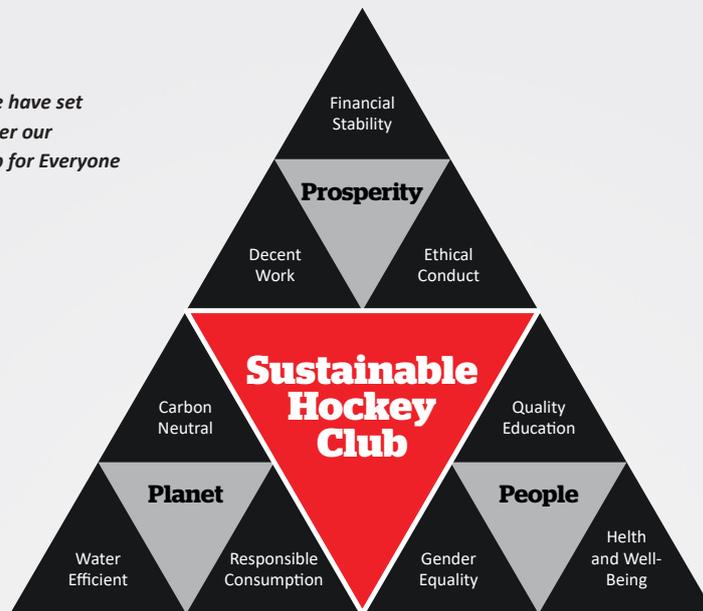


The Last Game

2018-2019 **Sustainability Report**



Using this sustainability model we have set ourselves three umbrella goals over our operations: A Green Arena, A Club for Everyone and Ethical Business practices.



About This Report

This is the second sustainability report prepared by Brynäs IF. Our first report was issued in October 2018 and covered the 2017/2018 SHL season. The first report gave us some good insights into our business and which direction we should be heading in.

We have set ourselves a goal to become a sustainable hockey club by incorporating sustainability into every aspect of our club and its relationships with current and future stakeholders.

Much work this season has gone into looking at our business model and transforming it into one that focusses on the triple bottom line. We are aiming for a positive impact on people, the planet whilst remaining prosperous throughout our entire organisation from our men's and women's elite teams to our social group A Good Start (En Bra Start). This new focus and way of working represents a challenge to us and we are building momentum as we learn and grow on our journey.

Illustrated above is the sustainability model we have begun working from. Using this model we have set ourselves three umbrella goals over our operations as follows:

1. A Green Arena
2. A Club for Everyone
3. Ethical Business practices

These goals are large and open to interpretation so we have set other more tangible goals within the various departments, all of which will help us to achieve these overall goals. The Green Arena covers everything

environmental including heading towards carbon neutrality, water efficiency, renewable energy usage, single use plastic reduction to healthy food in our kiosks. A Club for Everyone means that we want all of our activities and events to be inclusive from hosting our SHL events through to our activities with A Good Start (En Bra Start) and finally with our restaurant and food services. Ethical Business Practices means that we will conduct ourselves in a professional and ethical way throughout our operations.

At the heart of our operations is the sport of ice hockey which gives us the potential to not only provide entertainment to our community but to also reach thousands of fans and influence them and our league with ideas to combat the serious threats to our planet of climate change and inequality.

This report has been prepared in accordance with the GRI Standards: Core option. Brynäs IF issues a sustainability report on an annual basis. The Last Game report covers the 2018/2019 SHL season (May 1st 2018 to April 30th 2019). 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. We have begun to appoint an external assurance panel from our stakeholders. We will use our published second report to develop a system for external assurance for future reports.

Table of Contents

About This Report	3	Diversity, Inclusion & Gender Equality	28
Letter from the Chairman	5	Non-Discrimination.....	28
Letter from the Director of Sustainability	7	Inclusive Ticketing.....	29
Benefits to Operating a Sustainable Club	8	Sporting Opportunities for Women	30
Sustainability Highlights	9	Occupational Health and Safety	32
Sustainable Development Goals	10	Sponsorship	34
UNICEF Contribution	12	Environmental Sustainability	35
The UNICEF Game.....	13	Energy.....	36
UNFCCC Sports for Climate Action.....	13	Water and Effluent.....	36
Brynäs Idrottsföreningar in Brief	14	Emissions.....	37
Core values.....	15	Waste.....	38
Sports values.....	15	Restaurant and Food Services.....	38
Vision.....	15	Environmental Compliance.....	38
Code of conduct.....	15	Economic Sustainability	39
Stakeholders	16	Supplier Policy and the Clean Jersey.....	39
Stakeholder Concerns	17	Sports Summary	40
A Good Start (En Bra Start)	19	Governance	42
Opinion and Influence.....	20	Highest Governance Body.....	42
Leadership Academy.....	21	Senior Management Team.....	44
Play and Activity.....	22	Management Approach to Material Topics	45
Cooperation with Schools.....	24	The Last Game April 24-25 2020	46
The Way In.....	26	Glossary	47
		Partners and Sponsors	48
		GRI Content Index	49



This report was sponsored by:

SI Performance AB

Building bridges between sport and business to meet the global goals.

Text: Lesley Dalton – SI Performance AB

Layout and Printing: Erik Axelsson – Hofors Digitaltryck/StjärnDistribution AB



Letter from the Chairman

JÜRGEN LORENZ

The work of developing sustainability must never stop, and it must in all respects be implemented in the organization to form a natural part of the business.

Our opportunities to inspire others to start and develop their sustainability work are unique as we can reach many people and organizations through the contact networks we have. In our work, however, it is extremely important to constantly follow the results and constantly work with improvements.

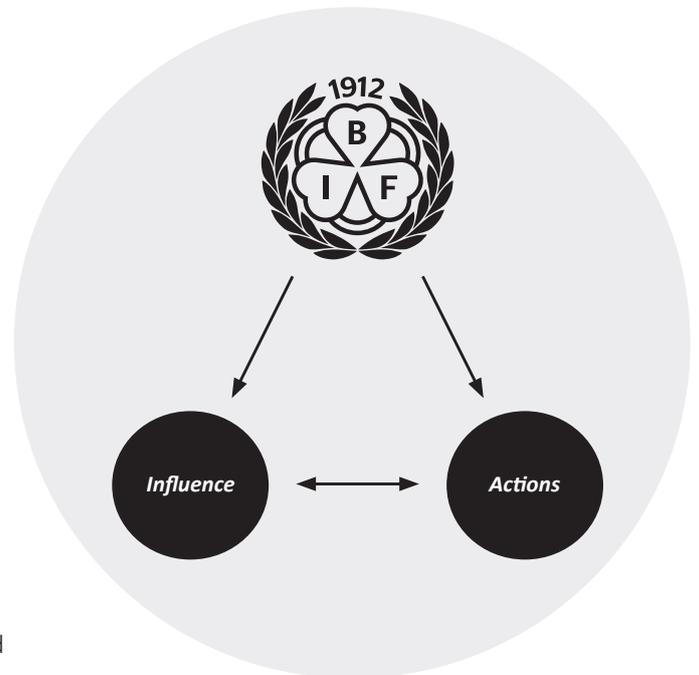
We must also follow the outside world in a way that allows us to capture new phenomena that can pose a threat to people's well-being and our surroundings in general. We need to be clear about how we relate to certain things that we want to influence to create a sustainable society. It is important to stand firm by our views, but also to be realistic about what we can achieve in order to be able to exert a credible influence and on this basis contribute to progress for

developing a sustainable world.

Within Brynäs IF, we have been extremely clear about where we are in questions that we believe the outside world should pay attention to.

It is in areas that can be difficult to change quickly, but which through our vigorous work on influencing raises the interest of larger groups and thereby paves the way for a gradual change towards a sustainable community.

One aspect of the sustainability work where we have considerable control is the economy. In the long term, we see that increased sustainability and improved finances have a clear connection. In the short term, the economy can be a challenge as the ambition to change



and the desire to quickly contribute to sustainable results is high. It is therefore of great importance to plan how to effectively implement a change in which all parts of a business are synchronized in order to ensure the organisation's continued existence. New challenges are constantly being identified in the social area and our environment. Brynäs IF has made a statement that this is part of our undertaking to accomplish and therefore this work will continue.





Letter from the Director of Sustainability

JOHAN CAHLING

Our sustainability journey has continued this season with many developments in our organisation to help us adapt to a rapidly changing world. We have begun to ask ourselves if what we are doing is good for society or good for the environment with everything we do, and thereby begun to focus on the triple bottom line.

In our first report we focused on transparency and figuring out where we were with respect to sustainability. This season our challenge has been to prepare to bring everyone on board and to inspire and engage others to join us on our journey. Within our club things are changing and a movement has started towards working in more sustainable ways. My job is to inspire, engage and challenge everyone to join in as people are the key to success in these questions. The possibilities and opportunities are waiting for us but without structure and engagement we won't be able to capitalise on them.

One of the biggest internal risks we are facing is not being able to live and work the way we are talking. Change involves challenging the status quo and not sitting in a comfort zone but adapting our culture, business models, commercial structure... everything, to work in a different but more sustainable way.

We need to take responsibility for

the position we are currently in, for the existing norms of behaviour and the actions of people within our sport but at the same time recognise that we have a huge resource available to us. Brynäs IF, together with all the employees, leaders, players, fans, partners and other people connected to our sport, want to become the driving force for sports sustainability in Sweden, Europe and internationally by addressing the UN Sustainable Development Goals. This is the true power of our sport.

Threats to our sport include the number of concussions received by players which has received extensive media coverage this season and of course the threat of climate change which challenges everything we do today.

We cannot wait for the technical solutions to climate change – we are the technical solution in that there is an abundance of things that we can do right now as individuals that do not

require any specialist knowledge nor any investments.

The greatest opportunity in our sport at present relates to gender equality. Here we have the chance to ensure everyone has the same opportunity to play sport regardless of gender or any other personal traits. This in turn will help us to open the doors to a fully inclusive environment within our sport. This year we have lifted our women's operation up and can proudly show off one of the best women's teams in the world, it's going to be an exciting season in SDHL for Brynäs this year.

There is a huge amount of work we need to do but by working in a more sustainable way we have the opportunity to increase our revenues which in turn will give us the opportunity to invest more in our resources to become more sustainable.

Please feel free to contact myself or the Club Director Michael Campese if you have any questions regarding the content of this report.



Benefits to Operating a Sustainable Club

A question asked of us by many of our stakeholders relates to the cost of time and money for running sustainability projects in our club. As this work is done in addition to the traditional hockey operations it may seem like these projects drain money from the hockey itself. Many business studies have been conducted by reputable analytical firms (for example Harvard Business Review) into this subject and it has repeatedly been shown that sustainability efforts have a positive effect on the bottom line of organisations. Sports clubs that work with sustainability typically perform at a higher level both on and off the field or in our case the ice. Megatrends show many fans now expect their sports teams to be green and contribute to social issues.

We will always be a hockey club with a rich history and thousands of fans. Hockey is and will always be the heart of our club upon which everything else exists. We believe we can build on everything that is great with the game to create a better society and environment to ensure this legacy continues for many years to come. Sustainability is about securing what we have today for future generations and this is what we are doing, securing the future of ice hockey in a rapidly changing world.

Sustainability is fast becoming mainstream due to the climate change crisis we are currently facing, a crisis that threatens our very existence. Sports are being directly affected by climate change through hardened grounds from drier weather, heat exhaustion from higher temperatures, loss of snow and ice from higher temperatures and loss of playing fields due to rising sea levels. Increased carbon

in the atmosphere has been shown to affect the cognitive ability of people, decreasing by 21% at double the carbon levels we have today. Cognitive ability is important when playing ice hockey.

Over half the population identify with sports of some kind and therefore sports provide a platform that can reach thousands and millions of people globally. Sports can reach many people that are otherwise not exposed to sustainability goals and ideas. Shifting a sports club to a sustainability platform faces many challenges due to existing relationships, club history, infrastructure and sluggish decision making processes. Brynäs IF has been around for over one hundred years which can make it difficult to make major changes or change existing perceptions of our brand. From a global perspective if we are able to change the habits of some of our fans to live more sustainable lives then we have bought the planet some more time to avoid the climate crisis. Links between climate change, human health and social justice are well proven.

As a sports brand we have to maintain a complex network of relationships appealing to fans whilst still attracting sponsors and making it possible for our players to succeed. By working with social and environmental issues using professional ice hockey as our platform we are able to attract longer and more stable financial partnerships, thereby securing the future of the club. From our perspective, working with the triple bottom line (people, planet, prosperity) is a no-brainer, it creates winners on and off the ice!

Sustainability Highlights

9

Actively contributed to 9 UN Sustainable Development Goals

1 935

boys and girls celebrated International Children's Day

13%

reduction of combustible waste

23 124

participants in A Good Start Programmes

100%

renewable energy at Gavlerinken

5 394

girls and boys attended an SHL match for free

90%

reduction in plastic straws

100%

of equipment supplied to women's and men's elite teams through Bauer partnership

13 471

students met during school visits



Sustainable Development Goals *- Progress to Date*

The United Nations Sustainable Development Goals are a set of goals aimed to address the global challenges of poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

Everyone can contribute to achieving these goals including sports clubs like Brynäs IF. Each of these broader goals has a set of targets and we have listed what contributions we have made to achieving each of these targets during this season.



SDG1 | NO POVERTY

We contribute to reducing global poverty by encouraging our fans to become pledge donors to UNICEF and by a direct contribution to UNICEF.



SDG3 | GOOD HEALTH AND WELL-BEING

Our contribution to Good Health and well-being has been aimed primarily at target 3.4, which aims to by 2030, reduce by one third premature

mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. This season we held two Play-days and also issued a video demonstrating healthy food choices at the start of the season. Healthy lifestyles are key to achieving the target to reduce mortality from non-communicable diseases. Last season we also identified a need to review the food offered in our kiosks which is predominantly unhealthy.



SDG4 | QUALITY EDUCATION

To achieve quality education we work in two areas. Firstly in our own region through our The Way In and A Good

Start programmes and secondly through our contribution to UNICEF. A Good Start contributes by helping to create a positive environment in the school through teaching children how to be a good friend to themselves and others (target 4A). The Way In helps unemployed youths to find a path into education or work (target 4.4). By contributing to UNICEF we help improve education in developing nations (target 4.1).



SDG5 | GENDER EQUALITY

We strive for equality for women and men and boys and girls throughout our entire operation. This season we

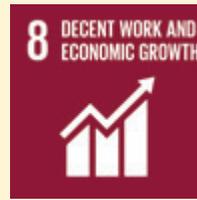
have promoted gender equal sponsorships, started to create new pathways for girls wanting to play ice hockey and have developed a long-term strategy for a sustainable women's operation.



SDG7 | AFFORDABLE AND CLEAN ENERGY

Our arena operates on 100%

renewable energy for both heating and electricity. Our energy mix included solar power for the first time this year in the supply from Gävle Energi.



SDG8 | DECENT WORK AND ECONOMIC GROWTH

Our program called The Way In contributes to lowering youth unemployment in our region and thereby helps to reach target 8.6.



SDG12 | RESPONSIBLE CONSUMPTION AND PRODUCTION

We contribute to target 12.5 for responsible consumption and production by either recycling or reusing all our waste. We have no waste that goes to landfill. Details of our waste handling are contained in our sustainability report for season 17/18. We contribute to target 12.6 by producing an annual sustainability report. We are in the planning phase of reducing our food waste in order to contribute to target 12.3 to halve global food waste.



SDG13 | CLIMATE ACTION

To encourage climate action in our region we included an environmental topic in our friendship talks and at our International Children's Day celebration which encouraged children in our region to adopt low carbon lifestyles by being good friends to themselves, others and the environment (target 13.3 improving education and awareness-raising on climate change mitigation).



SDG14 | LIFE BELOW WATER

To improve the quality of our oceans we were able to reduce our usage of single use plastics this year (target 14.1 reduce marine pollution). We began to track our team travel emissions which contribute to ocean acidification. We continued to use 100% renewable energy in our arena (target 14.3 – minimise ocean acidification).

UNICEF Contribution

Our partnership with UNICEF is now in its sixth year and this season we signed a contract to extend it with three years. Six years ago Brynäs IF began a partnership with UNICEF as we began our journey to work with children and youths in our area with the goal of ensuring as many as possible get a good start in life.

Each year Brynäs contributes financially to UNICEF and this season our contribution was used for projects in Bolivia (May 2018-December 2018) and Namibia (December 2018-June 2019). We support UNICEF with 1 million Swedish Crowns per year in addition to using our clean jersey and the many activities connected to it.

In Bolivia our contribution helped children and adolescents, especially the most disadvantaged, to have increased access to quality education services, and to enable them to complete the full cycle of education, and to improve their learning outcomes, including in emergency situations. 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.

In Namibia adolescent girls face challenges related to high HIV infection rates, teen pregnancies and gender based violence. Brynäs' contribution in Namibia this season went towards the Galz and Goals Programme which aims to engage girls in sporting activities (football) in their spare time. Engagement in sports helps the girls to gain confidence, develop

life skills and receive information on healthy life-style and HIV prevention to name but a few, which allows them to avoid risky behaviour and make more informed choices. The Galz and Goals Programme uses football as a platform to empower adolescent girls and integrates HIV/AIDS education, life skills and healthy lifestyle components into the sporting activities.



The UNICEF Game

Each season Brynäs IF together with our partners devotes one game close to International Children's Day to UNICEF. The goal of this game is to increase awareness in our community of the great work done by UNICEF and to encourage as many people as possible to become pledge donors. This season the UNICEF game was held on Saturday November 24th for the match against Luleå HF. Children from our region were invited to participate in all the activities surrounding the game as a symbol for all children around the whole world and of our responsibility to make sure they all get a good start in life. By becoming pledge donors individuals are able to contribute to the United Nation's Sustainable Development Goal SDG1 to end Poverty.

Over 6000 spectators including 300 from our partner Sandvik Coromant turned up to the UNICEF game. Our entrance hallway was filled with activities for children along with displays from our partners. The game started with a guard of honour from our senior team as our younger players entered the ice to represent children from all around the globe. Children from each of the local school

UNFCCC Sports for Climate Action

This year Brynäs IF pledged to support the United Nations Climate change initiative Sports for Climate Action. By supporting this initiative we have agreed to uphold the following 5 principles:

- **Principle 1:** Undertake systematic efforts to promote greater environmental responsibility.
- **Principle 2:** Reduce overall climate impact.
- **Principle 3:** Educate for climate action.
- **Principle 4:** Promote sustainable and responsible consumption.
- **Principle 5:** Advocate for climate action through communication.

Some actions we have taken this season to support these five principles include adding an environmental perspective to our celebration of the Convention on the Rights of the child which supports principle 1. We have begun to install an Ice Pit in both our halls to reduce our climate impact (principle 2) by recycling water and reducing our energy usage. Regarding responsible consumption and production (principle 4) we have discussed with players about responsible use of hockey equipment (for example unnecessary breakage of sticks). We hope to educate for



The UNICEF Game video: www.brynas.se/play/video/37646549

regions were involved in the planning of the UNICEF match and were active participants working together with regular employees to give the public a great game to watch. Some of the jobs done by the children included hosting the game, interviewing players in the breaks, coaching and organising the entertainment between the periods. It was a memorable game for all involved and we were successful in signing up 21 more pledge donors to give all children a good start in life. The UNICEF game would not be possible without support from our main partners Bauer, Bilbolaget, Gävle Kommun, Lansförsäkringar and Sandvik Coromant.



Sports for Climate Action Video: <https://youtu.be/ZNlqH5dfjo>

climate education through our sustainability report and are in the process of setting up a communication platform for sustainability on our website. We have identified a need to educate for climate action within our own club and amongst our supporters. Many people do not recognise the link between sports and climate change in that

1. We are contributing to it through our own emissions and consumption
2. We will be greatly affected by it in terms of food security, water availability, health, and natural disasters
3. Together and individually we can contribute to the solution.

Each season, starting in 2019, we will devote one game to the Environment and the Climate Change Crisis.

Brynäs Idrottsföreningar in Brief

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.

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).

Our financial summary is as follows (in Swedish crowns):

	17/18	18/19
Net Sales	155 million	158 million
Debt	167.7 million	162.0 million
Equity	14.1 million	15.3 million

Brynäs IF is 100% owned by its members and is the parent company for Brynäs Arena AB (organisation number 556620-3609). We currently have 6975 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.

A decrease in membership experienced this year was caused by a spike in membership in 2017 when we made it to the finals. Members have priority access to tickets for the finals so if our team performs well there is a spike in new memberships. This then corrects the season after if the team does not perform as well. Memberships are sold on an annual basis and so do not align completely with our season.

Brynäs IF is the world's first hockey club to form a long term **partnership with UNICEF**. 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, the UN Convention on the Rights of the Child and the UNFCCC Sports for Climate Action. 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 and Sandvik Coromant.

Our beneficiaries range from private and public companies, government organisations, non-government organisations and the general public. All these services are offered at Gavlerinken in Gävle, Sweden.

During the 2018/2019 season the following events and services were offered:

Service	2017/2018		2018/2019	
	Number of Events	Participants	Number of Events	Participants
Members		8976		6 975
SHL	29 home games	157 892	26 home games	136 008
SDHL	19 home games	4 930	18 home games	4 764
Functions and Exhibitions (>100 people)	24	43 650	13	19 600
Restaurant Patrons	220	99 700	245	92810
School lunches	178	93 396	209	109647

Vision

Our vision statement is:

Creating winners on and off the ice

Core values

Enjoyment and camaraderie

Enjoyment and camaraderie are strong drivers of sports. We want to run and develop all activities so that we can have fun, feel good and perform better.

Democracy and participation

Brynäs democracy means that the vote of all members is of equal value. Participation means that everyone involved can participate in and decide on and take responsibility for their activities. Democracy and participation must be exercised equally and regardless of background.

Everyone's right to join

Everyone's right to be involved means that everyone who wants to be able to participate can regardless of their circumstances. Anyone who wants, regardless of nationality, ethnic origin, religion, age, gender or sexual orientation, as well as physical and mental conditions, can participate in club operated sports activities.

Fair play Fair play and honesty are prerequisites for competition on equal terms. It means staying within the framework of agreements and having good ethics and morals. To work against cheating, doping and corruption, against bullying, harassment and violence both in and out of the sports arena.

Sports values

Sustainability

Hunger

Engagement

Pride

Fellowship

Code of conduct

The Code of Conduct is based on the UN Declaration of Human Rights, the Convention on the Rights of the Child, the principles of children's rights for businesses, the values of sport and SHL's Code of conduct.

- Brynäs IF wants to **promote and spread the enjoyment and camaraderie** of ice hockey and sports.
- Brynäs IF strives to be an **integral part of society and a positive social force** that works to bring joy, camaraderie and pride in and around our association.
- Brynäs IF conducts and develops all activities so that together we can **have fun, feel good and perform better**.
- Brynäs IF is a **democratic and open** association where everyone who shares the club's goals and values can become a member.
- Brynäs IF promotes **young people's social education** with a focus on the values of the sport and Brynäs IF's key sports values hunger, engagement, fellowship, pride and sustainability.
- Brynäs IF adheres to the **child rights principles** for companies and contributes to the **UN's global Sustainable Development Goals** and encourages its business partners to do the same.
- Brynäs IF conducts its activities with a child rights perspective and is based on the four basic principles of the **Convention on the Rights of the Child**; that all children are equally worthy, that the child's best interests are taken into account in all decisions concerning children, that all children have the right to life and development, and that all children have the right to be involved and to be spoken to.
- Brynäs IF adheres to the principle of **equal value for all** and waives any form of discrimination.
- Brynäs IF **denounces all forms** of racism, violence, threats and other forms of verbal, physical or degrading attacks on people.
- Brynäs IF **promotes the laws and regulations** of society and sports.
- Brynäs IF **celebrates honest and fair competition** and faces both defeat and victory in a sporting way.
- Brynäs IF meets players, leaders, staff, supporters, business partners, non-profits, officials, referees, opponents and audiences with **kindness and respect - on and off the ice**
- Brynäs IF takes responsibility by showing **loyalty to each other, the game and Swedish ice hockey**. Through the code of conduct, Brynäs IF trades and lives by its vision and values. This document is live and is updated continuously. Work on the value foundation is done according to Brynäs IF's annual business cycle.

Several incidents this season highlighted a need for further work in our club regarding our vision, values and code of conduct. We cannot expect our players and employees to adhere to a code of conduct if they are unaware of what acceptable behaviour is and what is not. Some ground work has been laid this season including updating our vision, values and code of conduct. Next season work will focus on values and norms of behaviour training for all our players and all employees, youths and volunteers. We are also developing a player's manual in which all players will sign a commitment to adhere to our code of conduct. We have not yet developed a whistle-blower function for our organisation.

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. Our list of Stakeholders remains the same as last year.



Decisions regarding when and how to engage stakeholders are taken by personnel in the relevant departments. This season we have put in place a framework for more feedback surveys from various stakeholders.

Stakeholder Concerns

The following stakeholder concerns were raised this year through various informal and formal channels.

1. Insufficient metrics to measure the effectiveness of A Good Start Programmes (hockey blogger)
2. Insufficient hockey in the sustainability report (several BIF fans)
3. Fluctuating hockey results reflecting potential instability within the club.
4. The attitudes and behaviours of some of our junior players.

To measure the effectiveness of a programme such as A Good Start is difficult. We receive a lot of very positive feedback from teachers, students and parents and many of the people that we come into contact with in our various programmes. However we realise that this is perhaps not enough. We have therefore entered an agreement with Upplevelse Institutet to measure the effectiveness of A Good Start. This will take some time to do and we hope to have some results for our next sustainability report.

Everyone likes to keep BIF fans happy so we are trying to include more sport in our sustainability report without losing focus on our sustainability work. More information on our sports operation can be found in our operations report on our website.

The perception of instability within the club is a result of two things primarily. Firstly changes to some key senior management positions and secondly to adjustments to modernise the way we run our club. With several key appointments in place we hope to have now stabilised our support operations.

The attitudes and behaviours of some of our junior players are a result of the lack of a code of conduct and training in the visions and values within the club. Groundwork is currently being done to roll out training in this area for the 2019/2020 season.

Metrics to measure the effectiveness of A Good Start Programmes?

Insufficient hockey in the Sustainability Report?

Fluctuating hockey results?

Attitudes and behaviours of some of our junior players?



EN BRA START

A Good Start (En Bra Start)

A Good Start is a core business area for Brynäs IF that is based on the United Nations Convention on the Rights of the Child. In 2020 this convention will become Swedish law. A Good Start is a business area containing several areas of work as illustrated in the following diagram.



ACTIVITY	PARTICIPANTS			
	2015/2016	2016/2017	2017/2018	2018/2019
Friendship talks	533	3444	6484	8160
Player visits	7250	4955	3965	5311
Exposure to social responsibility lectures	–	–	13 lectures	23 lectures
Hockey for Everyone	1384	3398	2195	1732
Tickets to community groups	3882	3990	3581	5394
Leadership Academy	24	24	22	24
Play day	2000	2400	2700*	1850
Leadership Lectures	60	35	300	32
Companies attending speed dates	11	12	90	143
Young people attending speed dates	25	32	400	485
Young people gaining work experience	10	14	55	58
Young people employed or studying after work experience	4	5	14	22
Leader for a day	10	10	10	9
Bringing home skilled workers	–	–	40	42
International Children's Day	4400	2200	2200	1935

*Correction to last year's number of participants



A Good Start » Opinion and Influence

Using the power of our brand we are able to positively influence other sports clubs and businesses to work with social responsibility and sustainability issues. The clean jersey is used by Brynäs IF as a symbol for the work we do in A Good Start together with UNICEF and our main partners to give all children and youth in our region a good start in life. We work actively with other sports clubs and associations locally and nationally to have a positive impact on society by tackling the challenges faced by children and youth everywhere. Our international influence comes through the work we do together with UNICEF and through inspiring other clubs to follow our lead by communicating what we do through lectures and sustainability reporting. This season we held lectures for the county representatives in Uppsala, the Women's Basketball League, the Swedish Hockey League and the Floor Ball Association amongst others.

OPINION AND INFLUENCE

Locally	Regionally	Sweden	Internationally
EBS Friends	EBS Jobs	EBS Inspiration	EBS Namibia
EBS Movement	EBS Themes	UNICEF Fund Raising	EBS Inspiration
EBS Leaders	EBS Network	Pledge Donors	
EBS Jobs	EBS Inspiration	The Clean Jersey	



A Good Start » Leadership Academy

The Leadership Academy is the part of our business devoted to creating and educating great leaders in our region. Children have the right to safe, confident adults- at home, at school and during their leisure activities. Adults who lead children and young people in various leisure activities have an incredibly important role for children and young people's development. Through the Leadership Academy, we give more non-profit leaders the opportunity to develop their leadership towards children and young people and to learn from each other in a network with other leaders. We provide a 12 session training programme with professional training partners covering traditional leadership topics, child psychology, the convention on the rights of the child and interactions with special needs children. Anyone interested in or currently working as a leader in our community is eligible to apply for a place in our training programme.

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.

LEADERSHIP ACADEMY

2018/2019

11 Leaders educated in Autumn 2018

13 Leaders educated in Spring 2019

Open lecture in May 2018

Spring lecture in April 2019

A Good Start » Play and Activity

PLAY DAY

Play and activity is important both in terms of children's rights and for their overall health and well-being. Playday is organised twice per year and we invite in sports clubs and youth organisations to participate in activities to get children moving and active. Many of the clubs are able to gain new members from Playday which gives them long term financial stability. Children get to meet and mix with other children and have the opportunity to try new activities that they will hopefully continue to engage in on a regular basis. Playday is open to all children, requires no pre-booking and is free to attend.

PSSST! BIG THINGS ARE COMING TO PLAY DAY IN 2019/2020!!!



TICKETS

This year 5634 tickets were given to organisations that can give children and adults who do not have the opportunity to otherwise go to a game to attend one. In previous years we have primarily offered these tickets to organisations for children and youth. However we recognise that there are many adults that also do not have an opportunity to attend a game so we expanded our ticket offer to adult organisations this year to make it more inclusive.

Through us, we enable parents with poor preconditions to do something valuable and joyful together with their children, something which might not happen very often. We also give tickets as an appreciation and encouragement to adults who do good things for children. One organisation that receives tickets from us is Matakuten.

MATAKUTEN

Matakuten (food emergency) is a non-profit organization that works to prevent hunger and create a sustainable society. They do this by handing out food and other products donated from grocery stores, restaurants, cafes and the like. Food and products that are of prime quality but which cannot be sold in store due to packaging damage or short best before date are collected, these are products that would otherwise be thrown away.

Matakuten collects goods daily from the grocery stores, restaurants and cafés that support the business and then distribute them to people who need them in society. No child should have to go hungry in Gävle. This helps to reduce food waste in society and gives the food and products a longer life cycle, which has a great environmental benefit. Food waste is one of the greatest contributors to greenhouse gas emissions. Each month, Matakuten collects over 10 tons of food. Several thousand



<https://youtu.be/huH8-QrFSOM>

people, thanks to Matakuten, get help in their everyday life with bread, food, hygiene items and clothes.

Brynäs IF supports Matakuten through raising awareness of their service, donation of tickets and collection of gifts at Christmas time for children who would otherwise not receive any gifts.



PSSST!
Big things are coming to Play day in 2019/2020!

A Good Start » Cooperation with Schools

FRIENDSHIP TALKS - WHAT DOES THAT MEAN???

Friendship talks are conducted by Brynäs IF as a part of our work within A Good Start and are offered to all schools in Gävle including both government and private schools. Our two champions in this area are Kristian and Alex and together they meet all children in the schools aged 10 – 12 years old twice per year to teach them about what it means to be a good friend. Sessions are conducted in the schools and begin with a discussion around the UN Convention on the Rights of the Child and what this means to the children in everyday life. The focus is on being a good friend to yourself, to others and to the environment. Being a good friend to the environment was a new aspect added this year in conjunction with our increased focus on all aspects of sustainability. Children learn more when things are fun and so teaching techniques include a combination of discussions, role plays and games with a balance between fun and serious topics.

Friendship talks in schools began 5 years ago and have grown in popularity and as such we have also had talks in areas outside of Gävle including Sandviken, Gimo and Umeå. We also receive requests from schools to assist on specific projects, often held at our arena such as facilitating with class mixing through team building activities and challenges. Each year we give some special focus to a particular friendship topic after consultation with staff in the schools and this year it was being a friend to the environment. Next year's topic will be about how to be a

AGENT X - COVERT MISSION SAVE THE PLANET!

On November 20th this year 1935 secret agents from schools around Gävle converged at Gavlerinken Arena to report on the results of their top secret mission to SAVE THE PLANET! Each agent had been given the task to reduce the amount of CO2 in the atmosphere and in total were able to save 22 tonnes prior to completing their mission. BUT... it doesn't end there, these agents also challenged local businesses to contribute 1000 Swedish crowns per tonne of CO2 saved to go directly to UNICEF so that all children around the world could also get A Good Start in life and access to good quality education. In total 22,000 SEK was donated to UNICEF by local businesses on this day.

Once again this celebration was organised in conjunction with local schools and all agents participated in several secret missions prior to the day. These missions were



Proud to make a difference: <https://www.brynas.se/artikel/5vwdajv2g-1ekad/tack-for-mojligheten-att-kanna-mig-fri-fran-mitt-missbruk-spelarna-laser-tackbrev-fran-oppnarden>

good friend on social media. This will also tie in with one of our stakeholder concerns from last year regarding abuse and negative comments directed at staff after game losses.

The work done by A Good Start is important for creating a good school environment in our region but also in creating a positive environment around our future supporters, fans and players. By working with the children we are teaching them the positive values of sport and sportsmanship which we believe we will benefit from in terms of player and supporter behaviours in years to come. As part of our work with gender equality we included both our SHL men's and SDHL women's players in our activities this year. Co-ordination of the female player's has been facilitated by the appointment of Erika Gramh as responsible for the women's team and development.



Brynäs helping to keep Sweden clean: <https://youtu.be/IKMauERzS3Q>

completed together with one of our official partners Gävle Energi along with Gästrikre Återvinning municipal recycling and Håll Sverige Rent which is an organisation working to reduce rubbish in Sweden. The CO2 mission challenged children to change their lifestyles to reduce their carbon



footprint. Achievements were awarded with points that were then converted into emissions reductions. Some of the challenges included ride sharing with friends, eating vegetable protein with a meal instead of animal protein, and turning off the lights in rooms not being used.

In addition to the environmental challenge we launched the hugely successful Agent X handbook for students which was the brainchild of a UF project last year. This book has been printed and distributed to all schools in Gävle and has missions for children to complete throughout the year such as Challenge 23: say hi to someone you don't know just to be nice. Make the world a bit happier, a bit better. Challenge 73: family norms; what does your family look like? Do you know anyone who's got two mums? Two dads? What does family mean to you?

Performing this year was Panetoz who had the entire crowd dancing and moving along with our very own

superstars Kristian and Alex.

International Children's Day is celebrated each year by Brynäs IF to educate children and adults about The Convention on the Rights of the Child. It serves as a focal point for the friendship talks done in the schools throughout the year. This year the work done in the schools prior to our big celebration focused on both social and environmental topics with the environmental aspects being new for this year. The central concept for the day was about being a friend to yourself, to others and to the environment. This celebration was made possible through cooperation by Brynäs IF, schools in Gävle and our main partners Bauer, Bilbolaget, Gävle Kommun, Länsförsäkringar and Sandvik Coromant.

Performing this year was Panetoz who had the entire crowd dancing and moving along with our very own superstars Kristian and Alex.

A Good Start » The Way In

The Way In is a programme that involves providing decent work and employment for youth in our region. There are three main areas in which we work with The Way In. First we have a project where we work together with other sports clubs in our region along with our partners and the Swedish Employment office to offer speed dating for work experience for young people in our area that are unsure of which path they should take in life. This work experience gives them an insight into what type of jobs are available in our region and has led to participants gaining full time employment or entering full time study. This leads to a reduction in youth unemployment in our region and provides youth with a unique opportunity to meet potential employers.

Our second area in The Way In focusses on bringing home skilled workers from other regions. Students from Gävleborg that are studying in other regions are invited to Brynäs away games to meet business and county representatives to learn about opportunities for working and starting businesses in Gävle when they finish studying, thereby creating more jobs in our region.



The third area of The Way In focuses on training youth leaders by giving them the opportunity to shadow current leaders in our region for a day.

KLARA'S EXPERIENCE OF THE WAY IN PROGRAMME.

During a speed date at Gavlerinken, with the Way In (Vägen In), I met Länsförsäkringar and they subsequently offered me an internship. The internship I received gave me a unique opportunity to learn from an established employer how I function in a workplace, and what I need to feel good. It is so important to have a place to go to every day where you feel welcome!

Before I decided to go to the speed date, I was a little hesitant. What would an internship provide? What would happen at the end of the internship, and Länsförsäkringar? My image of a bank and an insurance company was of figures, strict rules and confidentiality. What would

someone like me possibly be able to help with? It turned out there was a great deal I could contribute. Today I am still at Länsförsäkringar, though as an employee, and I enjoy it!

As a trainee I got the chance to try different things, and I particularly enjoyed the communication department's tasks where I was able to use my creative talents. In addition to learning a lot about the company, the labour market and marketing, I have also learned many completely unexpected things such as crucial settings for a good image with a digital camera, tax rates for art sales and the importance of tightening the load properly on a truck.

Today I write news and posts, work with campaigns and events, and get involved in the work our Social Fund that supports activities for children and young people around the county does. Sustainability, collaboration and creativity describe my days, and together with my colleagues I have the honour to work to make everyday life a little better and a little easier for people who live around me.



Diversity, Inclusion & Gender Equality

Sport is a unifying force that from grass root through to the elite level has an enormous capacity to influence our society and help shape our social norms and standards of behaviour.

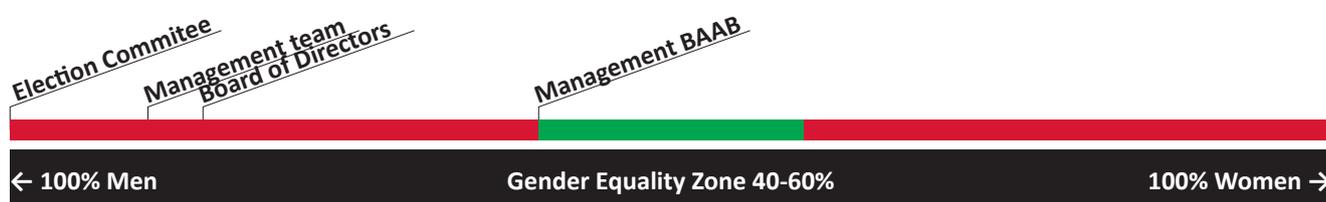
Currently within ice hockey there is a pay gap where women and men do not receive equal pay for work of equal and comparable value. Some of this gap is attributable to the wider sport ecosystem in which men's sport is currently valued higher than women's sport. However, some of it is within the control of individual clubs like ours and we want to change the things that are not fair and are within

our control. There needs to be equal access to elite sporting opportunities for women playing ice hockey.

Riksidrottsförbundet has set goals with respect to gender equality within sports clubs in Sweden. The goals are applicable to all decision making bodies within the sports club. At present Brynäs only meets this goal in our restaurant. The goals specify that all decision making bodies should

contain at a minimum 40% of each gender. The gender equality zone is considered to be in the range of 40-60%. At present we have difficulty reaching these targets.

Minority traits of our employees other than gender are protected by privacy laws but we believe that we have very few, if any, minorities amongst our employees.



Non-Discrimination

During the season we had two complaints of discrimination. These complaints were handled in the following way:

- ✓ Meeting the people making the complaint and listening to them and learning about the basis of the complaint.
- ✓ Individual meetings with all people involved in the complaint. These meetings were used to go through the club values and accepted norms of behaviour.
- ✓ Documenting the way the complaint was handled and sending this to the relevant people making the complaint to ascertain if they were satisfied with how the complaint was handled and the outcome.
- ✓ Following up on any remaining concerns.

Receiving two complaints of this nature further highlighted the need for a clear code of conduct and policies within our club. Our accepted norms of behaviour are not currently clearly communicated throughout the club nor is there any training conducted on them. Value work is planned to begin in the 2019/2020 season.

EMPLOYEES

	Male	Female
Permanent	29	11
Part-time	108	183
Contractors/Temporary	145	183
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. Our volunteers work with ticket scanning at the entrances, match officials, event hosts, crowd control of the stands and as emergency co-ordinators.

All employees have collective bargaining agreements available to them through various unions. Joining these agreements is an individual and private decision and so the number of employees accessing these agreements is unavailable.

ELECTION COMMITTEE

Age Group	Number
<30	
30-50	2M
50+	1M

In line with gender equality goals stipulated by Riksidrottsförbundet we are including the composition of our election committee in our diversity and equal opportunity reporting. Our election committee consists of three men and no women. It is impossible for us to get within the gender equality zone with just three people but we can have a minimum of one man and one woman on our election committee as a goal.

BOARD OF DIRECTORS

Age Group	Number
<30	0
30-50	2M, 1W
50+	4M

The composition of our board remained unchanged this season at six men and one woman. One new board member replaced an outgoing board member, both of which were male.

MANAGEMENT TEAM

Age Group	Number
<30	1M
30-50	1W, 6M
50+	1M

The composition of the management team has changed this year with one manager taking parental leave. This team now consists of one woman and eight men moving it further away from the gender equality zone.

MANAGEMENT TEAM BAAB

Age Group	Number
<30	0
30-50	3M
50+	2W

The management team within BAAB consists of three men and two women. This is our only management team operating within the gender equality zone.

Inclusive Ticketing

This year we revised our ticketing pricing policy to include more family packages. We now have 8 family ticket options that include up to four children per family. The new pricing policy is in line with the International Ice Hockey Federation Green Initiative Manual for Sustainable Events. At present very few people with an immigrant background attend our events.



Sporting Opportunities for Women

In order to achieve equity there are several things we need to look at including the pathways available for male and female athletes, the participation rates, investments and the whole sports ecosystem including broadcasting and sponsorship deals.

PATHWAYS

Pathways for both men and women to achieve their sporting goals in hockey need to exist. Due to the lower participation rates for women and girls in our region the pathways are not the same today. We have begun offering girls in our region from any clubs to join us for weekly training sessions in addition to their regular trainings (which are predominantly with boys teams). Our first goal is to increase participation rates to be able to have three girls teams that can play in the regional series.

Long term our ultimate goal is to have a gender neutral pathway to elite ice hockey for male and female players. However, men and women are not the same so we need to make sure that a gender neutral pathway is fair and suitable for women and not merely copy what is available for the men today. We can do this through close collaboration with women playing today and as such, this year we appointed a female manager for women's hockey development. All clubs in Sweden will need to work together to achieve this goal and participation rates for women and girls need to increase to provide a solid base for a national competition. There

needs to be a shift in the whole sports community to be successful.

Seven out of eight of the top teams in SDHL this year were from clubs associated with hockey sports programs at gymnasiums. This is a critical step for us to develop local talent. This year our combined girls team was successful in winning a cup in Falun showing we are heading on the right path. Next season we will have two teams playing in the Upplands series.

PARTICIPATION

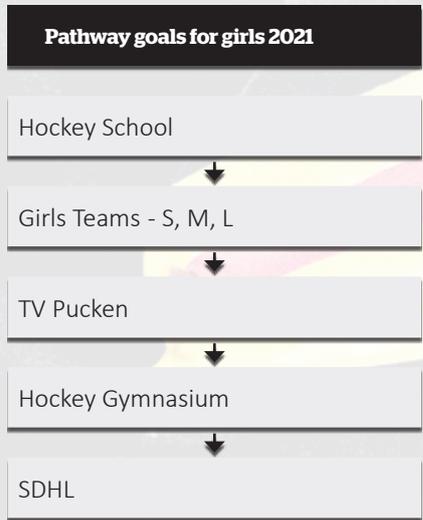
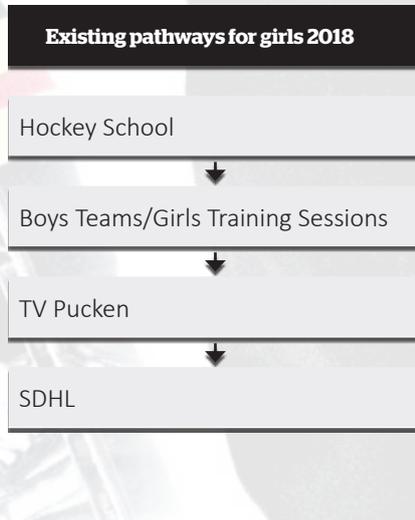
Commercially viable sports require a critical mass of players that delivers elite level athletes together with a fan base that loves to watch them. Sport is not just about physical strength and endurance but about an athlete's capacity to inspire and connect to fans. There is obviously a skill threshold but in addition to this are the characteristics of being a role model for the sport. The more fans identify with a sport the more popular it will be. From this perspective both male and female athletes have the capacity to inspire others. Therefore we can increase the participation rates for women through the creation of female role models that players can

identify and relate to. This season we have increased the profile of our female players by providing equal media coverage for both our men's and women's teams on the communication platforms we control such as Instagram.

INVESTMENT

Much of the financial support for players comes from broadcasting and media rights. Here we need help from the entire sports ecosystem to raise the profile of women's sports in order to attract the lucrative broadcasting contracts. Investment in women increases a sports overall profile and in the long term will benefit the commercial outcome for both men's and women's hockey. Investing in women is a strategic decision that will likely result in increased revenues across the whole sport. At present there is very little televised coverage of women's hockey.

Another revenue stream for our club comes from sponsorship and partnerships. Many of our main partners, official partners and sponsors have committed to sponsoring both our women's and men's team equally. We continue to encourage and seek out gender equal partnerships.



Occupational Health and Safety

CONCUSSIONS

The number of concussions experienced at all levels in hockey continues to be a hot topic. As an elite sports club we have a Duty of Care to look after the health and well-being of our athletes.

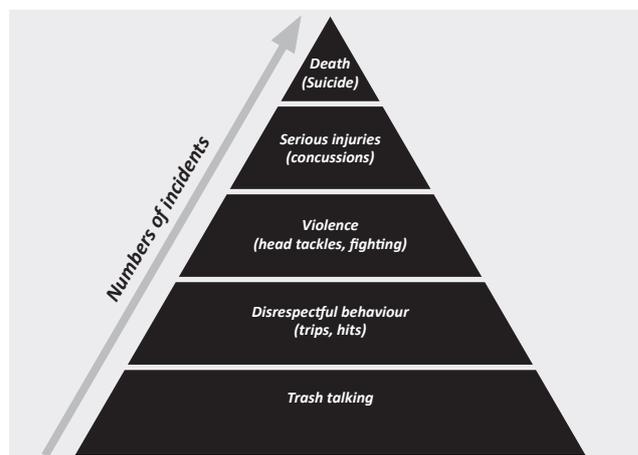
In recent years concussions have been increasing in all levels and across all sports despite lower participation rates. What is also interesting is that within society in general, neurological conditions including concussions have been increasing in recent years, in some cases doubling, even though overall mortality has decreased. One theory for this relates to what is called Diminished Brain Resilience Syndrome. Put simply, our modern lifestyles are making us more susceptible to receiving concussions from any hits to the head or body, and a reduced ability to heal once a concussion is experienced.

Factors affecting our brains in this way include everything from mental fatigue, particularly in relation to the usage of smart phones, through to diminished levels of natural sunlight and consumption of heavily processed and hence nutrient deficient foods. Alcohol consumption is also thought to increase the possibility of a concussion occurring as well as slowing the speed of recovery from a concussion¹. Starting in the 2019/2020 season we are implementing a new policy regarding the use of smartphones by all of our teams to reduce mental fatigue. Phones will remain in lockers during all training and information sessions at the arena.

The diagram on Diminished Brain Resilience Syndrome presented by researchers shows some of the effects of the modern lifestyle on increased concussions in sports and in society in general.

We have continued working with our players this year regarding both head tackles and trash talking. These two behaviours are linked to each other through a risk pyramid as illustrated.

Disrespect among players begins with trash talking and as this behaviour escalates the consequences for players become less frequent but far more serious and can eventually lead to the death of players, most often through depression and suicide. These behaviours are all inter linked and more incidents at the bottom of the



Why addressing Trash talking and Macho Culture is important.

pyramid lead to more incidents at the top of the pyramid. Our goal is to eliminate the top of this pyramid by starting at the bottom and reducing the number of incidents of trash talking occurring, leading to greater respect amongst players which should result in less frequent head tackles, fighting and concussions.

We had several players retire or that had to cut their season short due to concussions in both our SHL and SDHL teams this season highlighting the need to do more in this area. This season we have increased our focus on trash talking by setting guidelines for what is acceptable and unacceptable on the ice. We are selecting ambassadors in every team that will work together towards eliminating trash talking from our teams.

INJURY STATISTICS FOR BRYNÄS IF

Team	Injuries		Concussions	
	18/19	17/18	18/19	
SHL	47	10	7	
SDHL	5	1	6	
J20	11	11	8	
J18	8		5	

There were a total of 71 concussions in the whole of SHL and an average of 40 injuries per team.

¹ Alcohol Use After Traumatic Brain Injury (TBI) – Model Systems Knowledge Translation Center Fact Sheet. <https://msktc.org/tbi/factsheets/Alcohol-Use-After-Traumatic-Brain-Injury>

DISCIPLINARY BOARD

Individual suspensions for Brynäs for this year in SHL were as follows:

Suspension	Number
Head Tackles	2 players
Fighting	1 player
Other	0 players

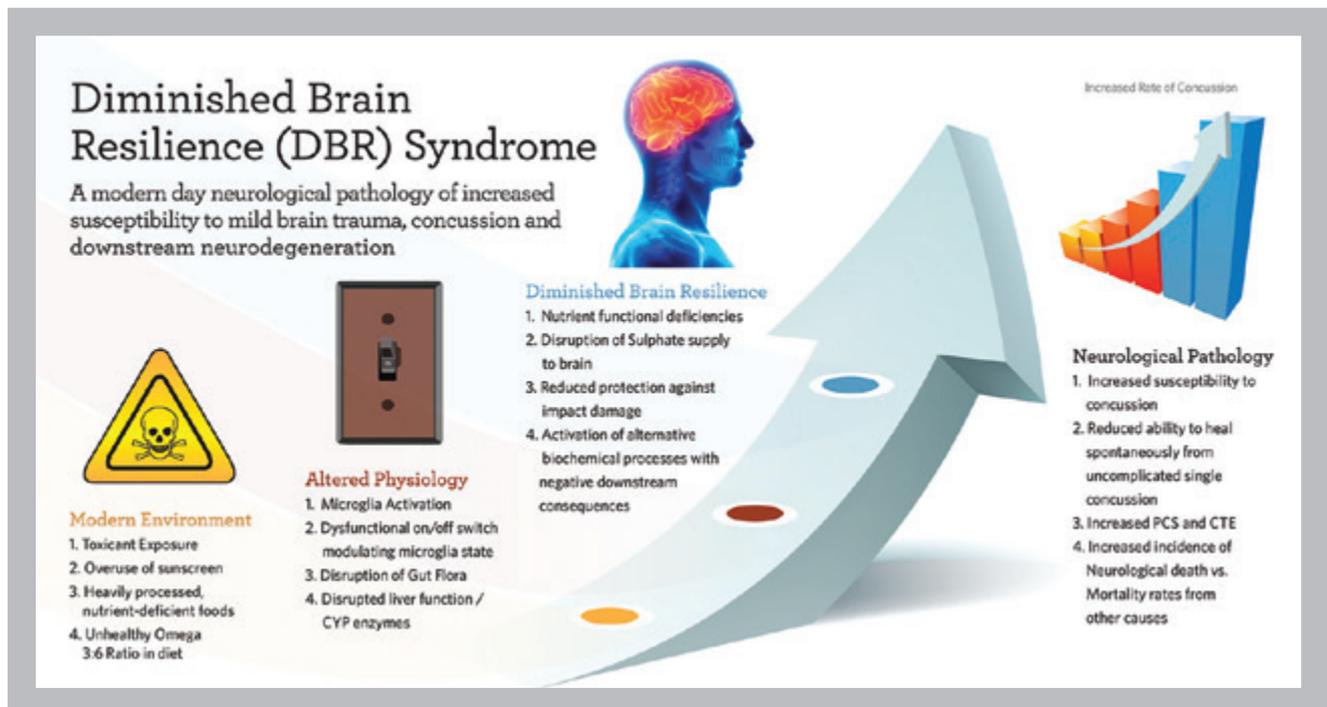
Two behaviours that are known to increase the risk of and that often lead to concussions are head tackles and fighting. In total there were 28 suspensions for head tackles in the whole of SHL, an average of two per team. The severity of disciplinary action for head tackles has increased by the SHL so we did not feel it was necessary to give any additional penalties to our players suspended for head tackles this season.

Only two teams had suspensions for fighting with a total of 3 suspensions. We did not have any other individual suspensions.

As a club we received one fine from the SHL for non-adherence to SHL rules.

SUPPORTER INCIDENTS

As always, we had a low number of incidents home and away. We had one major incident this season with one of our fan clubs at an away game in Timrå. Brynäs fans lit pyrotechnics before the game started delaying the start of the match which was a huge safety concern for Timrå with a high risk of fire or injuries to all people attending the match. This incident was immediately addressed by Brynäs with consequences for the fan club involved. Discussions were had with the fan club and the issue finally resolved after 6 months to the satisfaction of all parties involved.



"Diminished brain resilience syndrome: A modern day neurological pathology of increased susceptibility to mild brain trauma, concussion, and downstream neurodegeneration" Wendy A. Morley and Stephanie Seneff ^{1,}*

Sponsorship

GLOBAL SPONSORSHIP MEGATRENDS

The global sponsorship market is changing rapidly in two primary ways. First there is increasing competition for sponsorship money as many sports, and in particular women's sports gain more traction with media coverage and are obtaining a greater share of the sponsorship market.

The second trend relates to corporate social responsibility and sustainability. Sponsors are requiring partnerships over the more traditional sponsorship roles. Business partners want to see increasing connection to their own business objectives and values and a sporting team must be able to adapt and align itself with these objectives to remain relevant and have an impact. This type of sponsorship is referred to as shared value.

Many sponsors are now requiring ethical behaviour from the sports they are partnering with and co-sponsors products are also important in terms of the projected images developed through sponsorship. Clubs that cannot adapt to these changes will increasingly risk loss of sponsorship funds whilst those that do adapt will do well.

A Nielsen Global Survey¹ found that "66% of consumers are willing to pay more for brands committed to positive social and environmental impact." Sponsorship products that have a positive impact on society

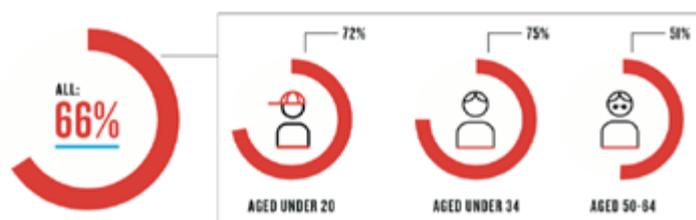


TREND 5

SPORTS IN OUR CHANGING SOCIETY

WHAT'S GOOD FOR SOCIETY IS GOOD FOR THE SPORTS BUSINESS

PERCENTAGE OF CONSUMERS WILLING TO PAY MORE FOR BRANDS COMMITTED TO POSITIVE SOCIAL AND ENVIRONMENTAL IMPACT



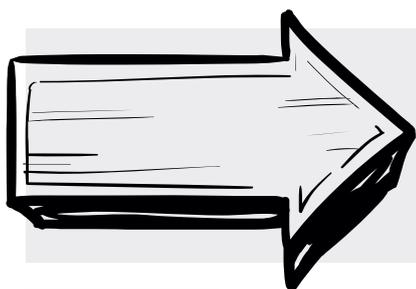
Source: Nielsen Global Survey of Corporate Social Responsibility and Sustainability, conducted Feb. 23-March 13, 2015.

A Nielsen Global Survey¹ found that "66% of consumers are willing to pay more for brands committed to positive social and environmental impact."

are becoming increasingly important to fans as well. Brynäs IF see these megatrends as an opportunity and began six years ago to transition our business to align with them by partnering with UNICEF and using a clean jersey as a symbol to ensure all children get a good start in life. We began a new core business called En Bra Start to encompass all activities connected with our new strategy. We face an increasing split within our sponsorship deals whereby our long term partnerships are threatened by the choices of our whole sponsorship

landscape. We have begun to question our own and SHL sponsorship deals by asking ourselves if they positive for society or not and are choosing those with a positive impact. By the end of 2020 we will present a new structure with updated content with sustainability as 1 of 3 cornerstones.

Evidence of these global megatrends can also be seen internationally as more countries and more sporting leagues begin to sever their ties with companies selling products that have a negative impact on society.



PATH FORWARD Long term partnerships were signed this season with Sandvik Coromant and BillerudKorsnäs. Many of our partners are affected by the negative impacts some sponsors contained in our whole sponsorship landscape have on society and are requesting we reconsider these sponsorship deals.

1 Nielsen Sports Top 5 Global Sports Industry Trends 2018

Environmental Sustainability

Environmental Parameter	Amount	
	2017/2018	2018/2019
Energy		
District Heating	1.15 GWh	0.86 GWh
Electricity	3.5 GWh	3.77 GWh
Total Energy	4.65 GWh	4.63 GWh
Energy per guest	12.1 kWh	12.5 kWh
Water		
Municipal	15 000 m3	14 880 m3
Recycled	0	0
Rainwater	0	0
Water per guest	39 litres	40 litres
Emissions		
Scope 1 Emissions (total)	0	0
Scope 2 Emissions (total)	0	0
Scope 3 Emissions		
District Heating Emissions[1]	3.9 t	3.7 t
Electricity Emissions[2]	14 t	17 t
Team travel- SHL		126.3 t
Team travel- SDHL		20.7 t
Team travel- J20		25.6 t
Team travel- J18		29.4 t
Scope 3 Emissions (team travel total)	unknown	202 t
Scope 3 Emissions (total)	17.9 t	222.7 t
Scope 3 CO2 per guest	46.8g	614g
Waste (t)		
Carton Board	4.64	4.1
Combustibles	56	48.7
Glass	5.64	5.24
Compostable	13.1	14.5
Fats and Oils	16.1	16.9
Metal	1.5	0.8

Energy

Our arena operates on 100% renewable energy for both electricity and district heating. The district heating we use is waste heat produced by the local paper industry in combination with heat produced from the combustion of waste materials. Our electricity is supplied by one of our partners, Gävle Energi and during this season it comprised of 48% biofuel, 45% hydro, 4% wind and 3% solar energy. The solar energy component of our energy mix was new for this year. By choosing to operate our arena on 100% renewable energy we have contributed to the 50 000 tonne reduction of CO2 combined for the region.

SOLAR POWER

Our arena has a very large surface area, approximately 10 000 m², that would be good for generating solar power combined with a good amount of sunshine in our region. Rooftop solar is number 10 on the Drawdown List¹ for



reversing global warming. This means that it is considered the 10th most effective way to reverse global warming. Together with one of our main partners, Gävle Energi we have investigated the option of installing solar panels on our roof. From this investigation we now know that we have a surface area of 7500m² available for solar cells and could generate 136MWh of electricity per year that we would use internally in our arena. This would amount to approximately 3-4% of our total electricity usage per year.

Our investigation showed that with the type of solar panels we were planning to use, those which are ballast loaded and typical for industrial applications, the weight of the panels would be too great for our roof. Therefore we have an on-going feasibility study into solar power as we look into alternative options for fastening panels to our roof.

Water and Effluent

Water at our arena is used for making ice, food services in the restaurant and kiosks, cleaning, and sanitation purposes such as toilets, showers, and washing. All the water we use is town water of drinking quality.

Decreasing our water usage is a focus area for us and is one of the main reasons behind our installation of a new ice making machine and ice pit to allow re-use of some of our water. We have investigated the possibility to use rainwater for flushing toilets in our arena but the cost to re-pipe all our toilets (to separate them from the town water supply) made this project unfeasible at present. We have a 5 year goal to reduce our water consumption by 5%.

Currently we do not have any measurement of the amount of water we discharge to effluent but our estimate is that it is approximately 30-40% of our total consumption. The new ice system will give us a better idea of how much effluent we have once it is up and running. The remainder of our water consumption, which is

essentially clean town water in the form of ice scrapings is placed on surrounding forest.

The majority of our effluent is not treated prior to entering the town sewerage system with the exception of water from our kitchens which has the fats separated out. The fats are then collected monthly and sent to a local biogas facility.

Water stress is an inability to meet the demand of water for human and ecological consumption. It may be measured in an area when catchment levels are at a minimum. Groundwater levels have been low in our region during this season leading to water restrictions on the use of water.

During the summer of 2018 there was at total stop for all sprinklers outdoors and residents were encouraged to take shorter showers and reduce water consumption in general. Usage of large quantities of fresh water had to be reported to authorities and we did this at the start of the season when we put ice on our rinks.

¹ Drawdown – The Most Comprehensive Plan Ever Proposed to Reverse Global Warming.
Edited by Paul Hawken.

NEW ICE SYSTEM

Work began on the first phase of installation for our new ice system at the end of this season. The new ice system is central for us to meet the environmental goals we set in the last report. Phase 1 involves the instalment of ice pits in both our A and B halls. Scrapings from the ice rink will go directly into the ice pit instead of being dumped outside of the arena. In the ice pit the scrapings will be melted and then the water re-used to make fresh ice. The benefits of the ice pits are as follows:

1. It will be possible to recycle some of the water that we use, thereby decreasing our overall water consumption.
2. There is little data available but we believe we may get better quality ice by using the recycled water. (To be confirmed)
3. A safer environment for pedestrians around our arena. Ice is currently dumped close to the entrance to our changing rooms for players, many of whom are

children. By using an ice pit we have no need for a tractor to move the ice further away.

4. A reduction in our scope 3 emissions. The ice tractor is not owned by Brynäs but is a subcontractor and therefore contributes to our scope 3 emissions. Although we do not know what level these emissions are at they will be eliminated.

Phase 2 of the new ice system involves the replacement of the cooling system for the ice and is planned for the summer of 2020. The second phase is important for us to meet our energy reduction goals. Our district heating usage is expected to increase slightly during 2019/2020 season as we will need to use district heating initially to melt the ice scrapings in the ice pit. After phase 2 is completed, an excess heat stream will be available from the use of a new coolant that will replace the district heating used in the ice pits.

Phase three will involve optimisation of our new system to achieve our environmental goals.

Emissions

We have zero scope 1 and scope 2 emissions from our arena. Scope 1 emissions are direct emissions and scope 2 are from purchased energy. Scope 3 Green House Gas emissions are indirect emissions resulting from the operation of a business. Business travel is one element of scope 3 emissions and this season we have begun to calculate our scope 3 emissions by starting with team travel. Our scope 3 emissions also include transport emissions for biofuels used for the purchased energy based on the 2018 calendar year provided by Gävle Energi.

Emissions for team travel were calculated using guidelines provided

by the International Ice Hockey Federation Green Initiative 'Manual for Sustainable Events'. In these guidelines emissions from passenger transport are calculated per passenger and per kilometre of travel. Air travel incurs the highest emissions and train travel the lowest. All our travel has been by bus or plane. Our total team travel for our elite teams caused the equivalent of 606 square meters of sea ice to melt in the Arctic¹. Our SHL team was responsible for almost double the emissions of the other three teams combined. The J20 had the highest number of combined trips with a total of 6 to multiple destinations which saves on emissions.

BASIS OF CALCULATION

1. Distance measured using internet distance calculators. For bus trips this was using the suggested driving route. For flights this was a direct line and so may be slightly lower than actual flight distances.
2. Distances were measured from arena to arena.
3. When flights were taken, bus travel to and from the arenas to airports was included
4. When a minibus was used to transport luggage in addition to a flight the emissions were estimated to be half what they would be for the team travelling by bus (for the minibus portion of the calculation)
5. Emission rates used were 285g CO₂ per passenger kilometre for flights and 95g CO₂ per passenger kilometre for bus trips.
6. Trips with multiple destinations were counted as one trip.

Team	Flight	Bus	Away Games	Emissions
SHL	10.5	14.5	26	126.3
SDHL	0	16	18 + 1 Cup	20.7
J20	0	13	20	25.6
J18	0	21	25	29.4
Total				202

¹ Published in Science, a study evaluated the future of the Arctic Summer Sea on the basis of observational data obtained between 1953 and 2015. Lead author was Dirk Notz from the Max Planck Institute for Meteorology in Hamburg, Germany

Waste

Waste levels for the 2018/2019 season are contained in the environmental summary table. The amount of metal decreased slightly due to a packaging change for sausages. Sausages are now purchased in plastic packaging instead of metal. Compostable waste increased by approximately 10%. Our compostable waste is primarily food waste. This highlights our need

to begin a food waste reduction programme. Combustible waste decreased slightly. The decrease in combustible waste may be a result of less waste from not making it to the playoffs and hence fewer games at our arena. Trends in our waste generation will become more evident in future reports.



Restaurant and Food Services

The following table contains a list of the total single use plastic items that will be banned in the European Union in the next couple of years. The directive for this ban has been approved by the European parliament and member states will have two years to transpose the legislation into their national law.

Our usage of single use plastic decreased for nearly all items with the exception of plastic containers. The biggest decreases we had were with straws (90% decrease in consumption), plates (87% decrease) and cocktail sticks (55% decrease).

This year we have been able to increase the organic content of the school meals. All the fish we serve in both the school meals and in the restaurant is MSC (Marine Stewardship Council) marked. This means all the fish we serve meets the United

Nations eco-labelling guidelines and the fisheries where we get the fish from maintain healthy populations and ecosystems. We have not made progress this season with food waste but have plans to begin a program to reduce food waste together with

Prolympia, the school to whom we serve school meals. Healthy eating, food transparency and alcohol consumption are still in our sights but no changes have been made during this season.

Item	2017/2018	2018/2019	Change
Straws	11 750	1 220	-90%
Cocktail sticks	11 000	5 000	-55%
Forks	19 000	15 000	-21%
Knives	15 000	13 000	-13%
Plates	19 500	2 500	-87%
Containers	6 776	8 624	+27%
Container lids	6 200	6 000	-3%
Cups (reduce use only)	36 680	24 631	-33%
Drink Bottles (allowed if caps remain)	unknown	unknown	

Environmental Compliance

We did not have any reportable environmental incidents this season. At Brynäs we apply the Precautionary Principle to all chemicals that we use, choosing those with the least environmental impact. Our statutory reporting for inventory of refrigeration chemicals was completed as required.

Economic Sustainability

We have approximately 500 suppliers covering a range of goods and services from entertainment, hockey equipment, utility services, print and graphic services, recruitment, food, insurance and many more. Where possible we choose to purchase from our partners as sponsors which are primarily locally based in Gävleborg.

This year we changed one of our major contracts. Our bus transport

contract was changed to VS Persson which has a local office in Valbo. VS Persson is owned by Björk and Byberg based in Västerås. The new contract will commence in the 2019/2020 season.

During the 2018/2019 season 100% of our expenditure went to local suppliers from a total of 43.2 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.

Supplier Policy and the Clean Jersey

This season we have begun to compile a policy for purchasing with a focus on sustainability. We have based this on a similar policy used by UNICEF. One item we purchase that is important to be certain is sustainably sourced is the Clean Jersey.

The Clean Jersey is supplied by a subcontractor to one of our official partners Intersport. The Clean Jersey is WCA (Workplace Conditions Assessment) certified and is not manufactured using any harmful chemicals.

By choosing a manufacturer that is WCA certified we enable improved work conditions for a more content, healthier and productive workforce.

WCA certification addresses the following and more to ensure the clean jersey is manufactured in a responsible way:

- Labor (Child/Forced Labor, Discrimination, Discipline, Harassment/Abuse, Freedom of Association, Labor Contracts)
- Wages and Hours (Wages and Benefits; Working Hours)
- Health and Safety (General Work Facility, Emergency Preparedness, Occupational Injury, Machine Safety, Safety Hazards, Chemical and Hazardous Material, Dormitory and Canteen)
- Management Systems (Documentation and Records, Worker Feedback and Participation, Audits and Corrective Action Process)
- Environment (Legal Compliance, Environmental Management Systems, Waste and Air Emissions)



Sports Summary

There were some highs and lows in our sports results this year. We were disappointed that our men's team did not make it to the playoffs but were thrilled that our U16 team won a silver medal, narrowly losing to favourites Frölunda, 5-4, in an exciting final. Full results for all our elite teams were as follows:

RESULTS 2018/2019

Team	Result
SHL	Did not reach playoffs
SDHL	Quarter finals
J20	Quarter finals
J18	Quarter finals
U16	Silver medallists



EARLY RETIREMENTS

Danielle Paille – retired as unable to recover from most recent concussion

Jonathan Granström – missed season due to ongoing health issues from concussions

Caroline Marström – retired after a severe concussion

Jennifer Wakefield – returned to Canada after successive concussions

Malin Axelsson – shortened season due to a concussion



STARS MOVING ON....

Two of the players leaving Brynäs this season whose names stand out are **Simon Bertilsson** and **Ryan Gunderson**. Both have made a big impression in Brynäs IF and will be missed in Gavlerinken.



MID SEASON CONTRACTS

Tomi Sallinen – Finnish national recruited from Färjestad

Rudolf Cerveny – a Czech national from the KHL and Slovan Bratislava.

Adam Deutsch – former Strömsbro and Brynäs player returned from Croatian Medveszak Zagreb

MID SEASON TRADES

Danny Kristo – moved to Swiss Rapperswil

Tomi Karhunen – KHL club Kunlun Red Star.

Jesper Jensen – moved north to Skellefteå

RISING STARS

Junior back **Victor Söderström** was lifted up from J20 and accounted for 4 + 3 = 7 points in 44 SHL matches already as a 17-year-old. Victor took a top 4 role next to Niclas Andersén continuously over the season.

From Premier Division (Allsvenskan) Tingsryd, **Emil Forslund**, had a rocket paced development. From having scored eleven goals in Allsvenskan, he submitted nine goals during his first season in SHL.

Forwards duo **Jesper Boqvist** and **Joel Kellman** both beat personal records – and made it to the national teams. Kellman scored 16 + 18 = 34 points in 45 games and was so good that after the season he wrote his first NHL contract with the San José Sharks. Boqvist produced 35 points (13 + 22) in 51 games and is a hot prospect for the New Jersey Devils that own his rights in the NHL.

ORGANISATIONAL CHANGES

During this season our sports organisation underwent a major re-organisation. These changes occurred in both the men’s and women’s organisations. Several new positions were created including a Sports Director to oversee both the men’s and women’s hockey. A dedicated sport’s manager for the women’s team and one dedicated to the men’s team were also appointed.

There were three steps to the reorganisation. Step one was to define what we needed, step 2 was how to create development and focus on it and step 3, which is on-going, was to create a gender equal club. Progress on creating a gender equal club this year involved:

- Creating a new partnership with Bauer to include the supply of all equipment to both our men’s and women’s elite teams. Both teams are now covered by the same equivalent agreement to meet the needs of individual players.
- A decision to include both male and female players in the *black vs white game* held pre-season which includes many of our NHL stars as well as our regular teams.
- A dedicated equipment manager was hired permanently 100% for our women’s team. Both teams now have dedicated equipment managers instead of sharing this resource.
- An initial three year plan for women’s hockey development was put forward.

JUNIORS BREAKING THROUGH TO SHL

Eight juniors registered matches in SHL. **Victor Söderström, Marcus Westfält, Samuel Solem, Adrian Elefalk, Albin Kedbrant, William Alftberg, Lucas Gustavsson** and **Tobias Forsgren** all played matches in the SHL this season.



INTERNATIONAL REPRESENTATION

Adam Boqvist, Joel Kellman and Simon Bertilsson all represented Sweden in the national men’s team.

Erika Gramh represented the Swedish women’s national team. Three other women represented their national teams for other countries. **Sarah Forster** represented Switzerland, **Andrine Furulund** represented Norway and **Georgina Farman** represented Great Britain.

Four Brynäs Juniors represented the Swedish national youth teams. Center **Marcus Westfält** for U19, back **Victor Söderström** for U18 and back **William Eriksson** and forward **Alexander Ljungkrantz** for U17.



NHL DRAFT

Adam Boqvist was drafted in the first round by the Chicago Blackhawks, as the eighth player. He then moved to the London Knights in the Canadian Junior League OHL. – Adam came to us from Hedemora 2015 and has gone through our junior ranks for three seasons. He went all the way from U16 up to SHL and, during these seasons, had to debut – and make his first goal – in the national team. It’s always a great honour to be a part of a player’s career who is drafted, and even more so when the player goes in the first draft, says the Manager for the Juniors Tomas Thelin.

COACHING STAFF

Team	Head Coach	Assistant
SHL	Magnus Sundqvist	Mikael Holmkvist
SDHL	Magnus Carlsson	
J20	Mats Bäcklin	Henrik Orevik
J18	Jonas Söderström	Richard Brehlin
U16	David Åkerblom	Mikael Broeng

Coaches Tommy Sjödin and Janne Larsson began the season as coaches for the SHL team but were dismissed after 15 games into the season. The coach for the women’s team Åke Lillebjörn was dismissed prior to the season start. Coaching dismissals are common in the SHL and are usually the result of poor team performance and an attempt to give the team a boost. Contracts are financially honoured unless alternative agreements are reached by all parties in these cases.

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 6975 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. This season only the sustainability committee was operational. This committee advises the board on economic, environmental and social topics but the decisions-making for these topics is the responsibility of the board. Following is a short summary of all the Board Members for Brynäs IF.

JÜRGEN LORENZ

Chairman

Events Committee

Board Member: 10 years

Employment: CEO of Nettbuss Stadsbussarna AB

Board Memberships: Fire Protection Association Gävleborg (Chairman)
Fire Protection Association Mitt Utbildning 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 Education
Certified Board Member – The Swedish Academy of Board Directors

PETER BERGSTRÖM

Vice Chairman

Sports Committee

Board Member: 3 years

Employment: Key Account Manager for Vård, SOS Alarm

Education: Bachelor's Degree in Nursing- Gävle University

Board Memberships: Chairman

Hedesunda Sångare

Things I have done to lower my impact on the planet are to have more meetings on Skype or Lifesize instead of travelling, better planning of travelling to avoid many trips back and forth, avoiding printing papers and using the computer or Ipad instead and waste separation.

JOAKIM CARLSSON

Board Member: 1 year

Employment: CEO of Nordic Fast Food, Swedish fast food franchise under the name Sibylla

Education: DIHM – 2 yr diploma education in economy and leadership

Board Memberships: VISITA – Swedish tourism and restaurant organisation

To lower my impact I use the train as my main method of transportation. I eat vegetarian food at least one day a week and recycle all our waste from our household. I also run a sustainability program in my company where I am the CEO.

ANDREAS DACKELL

Sports Committee

Board Member: 3 years (discontinued on the board after his appointment to Sports Director in accordance with club regulations).

Hockey: Brynäs captain 2008- 2012
Olympic gold medallist 1994
National titles 1993 and 2012
NHL for Ottawa Senators 1996- 2001
NHL Montreal Canadiens 2001- 2004

MALIN ERIKSSON

Events Committee

Board Member: 3 years

Employment: Marketing Manager for Gävle Energi AB.

Board Memberships: Gefle IF Football.

Education: Degree in Economics, Quality and Logistics- Gävle University

For the planet I have chosen to change my diet and eat vegetarian five times a week and on rare occasions eat locally produced meat. Each week I educate people about the climate threat and the importance of using renewable



energy. I ensure that the clothing I no longer use is recycled.

MAGNUS KANGAS

Sustainability Committee

Board Member: 3 years

Employment: Mill Director for SCA Ortviken

Board Memberships: SPCI (Chairman paper section)

Education: Masters of Science – Royal Institute of Technology

Executive MBA – Mgruppen

Certified Board Member – The

Swedish Academy of Board Directors

Grad. Dip. Business Admin. –

Stockholm School of Economics

Masters Cert. Project Management –

George Washington University

To lower my impact on the planet I

have increased my efforts to recycle waste and to use alternative ways of transport by taking the train instead of car and/or airplane. Try to buy higher quality, longer lasting, products to avoid generating waste. I eat vegetarian once per week and avoid using single use plastic.

MATS ÖSTLING

Finance Committee

Board Member: 14 years

Employment: Director Finance & Control – BillerudKorsnäs Division Paper

Board Memberships: Pension Fund for retired Brynäs Players

Education: Bachelor of Economics- University of Uppsala

I have been lowering my

environmental impact by having solar panels to (partly) heat my house and water for over 15 years. I drive an electric hybrid car and purchase organic food when possible.

Senior Management Team

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 Business and Economics- Gothenburg School of Economics

Previous Employment: CEO – Cahling Business Development, Creative Director – Brinc Relations AB

"The most important thing is that based on our first sustainability report, we have taken sustainability and all three sustainability dimensions into Brynäs' business plan. In this way, sustainability work will take place throughout Brynäs IF, in all departments and by all employees, players and leaders. Sustainability will thus become core business and not a side project. If I am going to choose any part that has been most important, it is the work that we have started to get an organization that is doing well, having fun and that is in balance and the work to create equal development and a long-term investment in hockey for girls, ladies and anyone who wants to be included in the sport of hockey. A lot remains to be done, but that effort will benefit many."

ANDREAS DACKELL

Sports Director

Employed: 2018

Hockey: Brynäs captain 2008- 2012

Olympic gold medallist 1994

National titles 1993 and 2012

NHL for Ottawa Senators 1996- 2001

NHL Montreal Canadiens 2001- 2004

Senior Management question:

Which change has Brynäs IF made that you believe is most important from a sustainability perspective?

PERNILLA DALBORG

A Good Start Manager

Employed: 2018

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

Previous Employment: Regional Principal for Lillhagen School District

"The most important sustainability projects at Brynäs are the gender equality work we do with girls/ women's hockey along with A Good Start and all its activities we do to meet challenges in society."

PETER JENSEN

Facility Manager

Employed: 2006

Education: Economics

Previous Employment: Korsnäs AB

For me the most important sustainability projects at Brynäs are water, waste and energy, but everything is important!

Finance Manager – Per Johansson

Committees: Finance Committee

Employed: 2015

Education: Masters of Economics

Previous Employment: Financial Manager PRIVAB Grossisterna AB

KEVIN JOHANSSON

Communications Manager

Employed: 2018

Education: ABB Industrial upper secondary school

Previous Employment: Sports journalist at Vestmanlands Läns Tidning and Expressen.

"I think the most important Sustainability project at Brynäs is the work with Gender Equality."

PETER STÖMSTEN

Sales Manager

Employed:

Education:

Previous Employment:

MATTIAS LUNDQVIST

Restaurant Manager

Employed: 2011

Education: Food Technology

Previous Employment: Business Navigation Operational Manager – Ikea

"The most important sustainability projects at Brynäs from my perspective are the ones we have in our business plan. If I had to pick out the most important I think it would be Health and wellbeing because we can help no one if we don't start with ourselves first."

Management Approach to Material Topics

Our approach to material topics has focused on choosing topics that we feel are most relevant to our business and where we believe we can make the biggest impact. All of our chosen topics are linked to our sustainability model and our three overhead goals for working towards a sustainable hockey club. Our topic boundaries are the operations of both Brynäs IF and BAAB.

For the environmental side we have chosen to report on our water usage. The reason for this is that we have started implementing a new ice system that will allow us for the first time to recycle some of our water at Gavlerinken, our home arena. Measuring our water usage prior to having this up and running will give us a baseline to calculate what percentage of our water will be recycled. On the environmental side we are also reporting on our energy usage and emissions. For the first time we are able to include our scope 3 emissions for team travel which we have calculated this year. Our scope 1 and 2 emissions are from our home arena Gavlerinken.

Our economic material topic is the same as we had for last year and relates to our suppliers to both Brynäs Idrottsförening and BAAB. We have not yet repeated our study on the financial flow over of our sport into the local community but it is in the pipeline. Progress has been made in the area of suppliers in terms of developing a supplier policy for the club.

This year we have expanded on our social topics to include non-discrimination. We have had a couple of complaints in this area and have work to do with respect to accepted norms of behaviour and a Code of Conduct within the club. We are continuing to report on Diversity and Equal Opportunity as this is also an area where we see an opportunity to improve further than we have done so far. Included in our reporting of non-discrimination are all incidents formally reported to our club. This includes any incident involving employees or players whilst representing or working for our club.



Angelica Östlund, former captain of the Brynäs SDHL team.

CORRECTIONS TO THE PREVIOUS SUSTAINABILITY REPORT

Page 17 of Further, Faster, Together contained an error regarding the number of events for school lunches, this number should have been 178 not 289. On page 19 it was stated that Angelica Östlund's jersey was going to be raised in a ceremony in the 2018/2019 season, this was incorrect. Angelica was honoured in a ceremony during the season but her jersey was not raised.

The Last Game

April 24-25 2020

The Arctic is one of Earth's most fragile ecosystems, disproportionately affected by climate change and warming at twice the average rate of the rest of the planet. To garner global attention and support for the rapidly disappearing ice in the Polar Regions, UN Environment is organising "The last ice hockey game on the North Pole".



On thin ice: The "Last Game" at the North Pole:
<https://youtu.be/kCc98LMkM1s>

The event, to be held on the North Pole in April 2020, is spearheaded by legendary Russian ice hockey player Viacheslav Fetisov, UN Environment Patron of the Polar Regions.

This symbolic ice hockey game aims at involving a great diversity of female and male players, including athletes from different disciplines and countries, Arctic indigenous peoples and youth. It will bring together sports and environment as agents of peace.

The Last Game is a contribution of UN Environment to the Paris Agreement implementation and is linked to the UN Secretary General's Climate Summit.

Despite the operational complexity, the aim is to ensure that the event has the minimum environmental impact on the North Pole and that all the unavoidable CO2 emissions associated with the preparation and celebration of the game are offset.

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

Gävle Kommun

Gästrike Återvinning

Municipal recycling company

Gästrikeland

Traditional province of Sweden

Gästrike Vatten

Municipal water company

IIHF

International Ice Hockey Federation

MSC

Marine Stewardship Council

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

SEK

Swedish crowns, currency of Sweden

SHL

Swedish Hockey League

The Way In

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

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>

GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omissions
GRI 102: General Disclosures 2017/2018	102-1 Name of the organization	14	
	102-2 Activities, brands, products and services	14	
	102-3 Location of headquarters	14	
	102-4 Location of operations	14	
	102-5 Ownership and legal form	14	
	102-6 Markets served	14	
	102-7 Scale of the organization	14,29	
	102-8 Information on employees and other workers	29	
	102-9 Supply chain	39	
	102-10 Significant changes to the organization and its supply chain	39	
	102-11 Precautionary Principle or approach	38	
	102-12 External initiatives	10-14	
	102-13 Membership of associations	14	
	102-14 Statement from senior decision-maker	5	
	102-15 Key impacts, risks, and opportunities	6	
	102-16 Values, principles, standards, and norms of behaviour	15	
	102-18 Governance structure	42	
	102-40 List of stakeholder groups	16	
	102-41 Collective bargaining agreements	29	
	102-42 Identifying and selecting stakeholders	16	
	102-43 Approach to stakeholder engagement	16	
	102-44 Key topics and concerns raised	17	
	102-45 Entities included in the consolidated financial statements	14	
	102-46 Defining report content and topic Boundaries	45	
	102-47 List of material topics	45	
	102-48 Restatements of information	None	No restatements
	102-49 Changes in reporting	No changes	
	102-50 Reporting period	3	
	102-51 Date of most recent report	3	
	102-52 Reporting cycle	3	

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omissions
GRI 102: General Disclosures 2017/2018	102-53 Contact point for questions regarding the report	6	
	102-54 Claims of reporting in accordance with the GRI Standards	3	
	102-55 GRI content index	49,50	
	102-56 External assurance	3	

Material topics

Procurement Practices			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	45	
	103-2 The management approach and its components	45	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	39	
Water			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	45	
	103-2 The management approach and its components	45	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource.	36	
	303-2 Management of water discharge-related impacts	36	
	303-3 Water withdrawal	35	
	303-4 Water Discharge	36	
	303-5 Water consumption	35	
Emissions			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	45	
	103-2 The management approach and its components	45	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	35	
	305-2 Energy indirect (Scope 2) GHG emissions	35	
	305-3 Other indirect (Scope 3) GHG emissions	35,37	
	305-4 GHG emissions intensity	35,37	
	305-6 Emissions of ozone-depleting substances	38	
Diversity and Equal Opportunity			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	45	
	103-2 The management approach and its components	45	
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	28,29	

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omissions
Non Discrimination			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	45	
	103-2 The management approach and its components	45	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	28	



THERE IS NO HOCKEY ON A DEAD PLANET

And probably not much on a dying one.

“You say you love your children above all else, and yet you are stealing their future in front of their very eyes. Until you start focusing on what needs to be done, rather than what is politically possible, there is no hope. We cannot solve a crisis without treating it like a crisis.

We need to keep the fossil fuels in the ground, and we need to focus on equity. And if the solutions within the system are

so impossible to find, then maybe we should change the system itself.

We have not come here to beg world leaders to care. You have ignored us in the past, and you will ignore us again. We have run out of excuses, and we are running out of time. We have come here to let you know that change is coming, whether you like it or not. The real power belongs to the people.”

Greta Thunberg, 15 years old, Sweden
Youth Climate Activist – Speech to UN Climate Negotiators
COP 24 Katowice, Poland