



The Power of the People

2019-2020 **Sustainability Report**

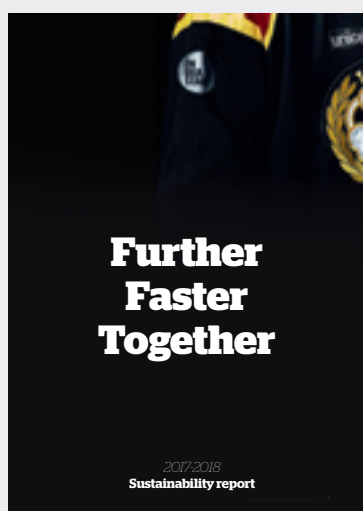
About this Report

This is the third GRI sustainability report produced by Brynäs IF and covers the 2019/2020 financial reporting season for the club from May 1st, 2019 to April 30th, 2020. The report covers all our core operations including our elite *SHL* (Swedish Hockey League) and *SDHL* (Swedish Women's Hockey League) teams, our juniors, our social responsibility group *A Good Start* (En Bra Start) as well as our restaurant and arena. The previous report issued by Brynäs was issued in October 2019 and can be found on the GRI database. The previous report covered the 2018/2019 financial year.

This financial year we have spent a lot of time and effort mainstreaming sustainability into our whole core operations based on the United Nations Sustainable Development Goals (SDGs). It has become an integral part of our strategy and business planning. Our sustainability performance has become as important to us as our financial and sporting performance. Our whole club needs to own our sustainability work, and to this end we have begun incorporating everyone in our organisation into our new strategy and way of working. This report is therefore about the power of the people, and how by harnessing the individuals we can become a really strong force in society. Together we have the size, power, and strength

to contribute to a better region, country, and world. Our multi-stakeholder approach will ensure our long-term success.

This report has been prepared in accordance with the GRI Standards: Core option. Brynäs IF issues a sustainability report on an annual basis. This report has not been through external assurance, but all information contained in it is accurate to the best of our knowledge. If anyone has any questions regarding this report then please contact Johan Cahling, Director of Sustainability and Brand Management on 070-269-9927, or Michael Campese, Club Director, on 073-414-8609.



GRI Sustainability Reports issued by Brynäs IF in previous seasons.



Table of Contents

About this Report	2	Occupational Health and Safety	30
Letter from the Chairman	5	Sporting Injuries.....	30
Letter from the Director of Sustainability	6	Alcohol consumption.....	30
Sustainability Highlights	7	Mental Health.....	30
UN Sustainable Development Goals	8	Non-Discrimination.....	30
UNFCCC Sports for Climate Action	9	Procurement Practices.....	31
Multisectoral Action for Children		Environmental Sustainability	32
- The UNICEF Family.....	10	Environmental Compliance.....	32
Brynäs Contribution to UNICEF.....	10	Waste Management.....	33
FC Barcelona visit.....	11	Energy.....	34
Sandvik Coromant.....	11	Emissions.....	34
Stakeholders	12	Water.....	34
Stakeholder concerns	13	Ice System Update.....	34
Building a Valuable Club	14	Tackling Environmental Sustainability in the Restaurant.....	35
Sustainability Games	16	How is Climate Change Affecting Us?	36
Together - Walking for the Brain.....	16	Brynäs Idrottsförening in Brief	38
The UNICEF Game.....	16	Sporting Summary	40
Highlights from A Good Start	18	Governance	42
Corona Crisis	24	Management Approach to Material Topics	43
Gender Equality	26	Partners and Sponsors	44
Women's Hockey-Creating an inclusive environment.....	26	Glossary	45
Goals for Gender Equality.....	26	GRI Content Index	46
Gender Equality Scorecard.....	28		



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: Hofors Digitaltryck/StjärnDistribution AB



Letter from the Chairman

JÜRGEN LORENZ

My introduction to the 2020 Sustainability Report will be with a slightly different focus as we end up in a situation where we have all had to adjust.

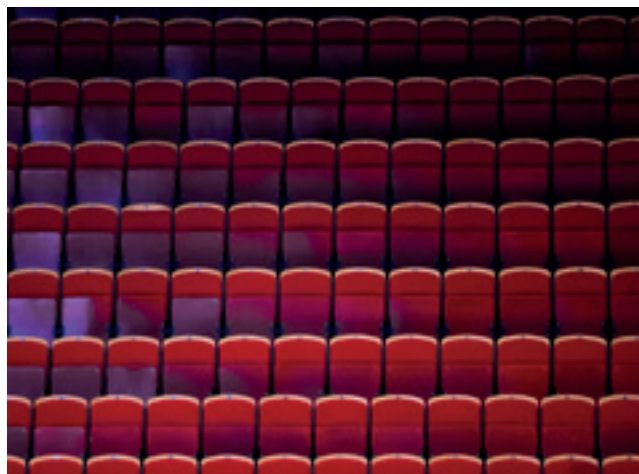
A change can come quickly. During early spring, we were shaken by a significant involuntary transformation that affected us in many ways. It has meant that, at short notice, we had to modify our approach to how we protect ourselves and others from being infected by covid-19.

The pandemic affects our way of life, mainly because we do not have the freedom to meet each other in social and workplaces. We can certainly use digital opportunities to communicate with each other, which in many situations works in formal contexts and in contact with our closest relatives, but it is difficult to capture the collective joy that comes from having people from different quarters join in a meeting or arena to attend a sporting event. A social community that means a lot in many people's lives.

We see the consequences of the pandemic where people see their businesses that are often their life's work disappearing. We also see people becoming unemployed when their workplaces cease to function, which in turn can lead to uncertainty in how to manage their personal finances.

At Brynäs, we continue with work that is still possible regarding sustainability, taking into account the restrictions that are in place from the authorities. We also use our resources to support non-profit organizations regarding food supply. We follow the development and adapt to maintain Brynäs' mission as far as sports and community involvement are concerned.

Everyone is now hoping that we will gradually see a slowdown in the spread and impact of the virus and can



The last game of the 2019/2020 season was played with an empty arena.

return to an everyday life that is somewhat reminiscent of the life we lived before the outbreak.

The pandemic affects us all and no one is excluded. The uncertainty about how long we will be directly affected by the infection and the existing restrictions can be perceived as stressful and even though we cannot be in each other's immediate vicinity, we need to continue to support and motivate each other in different ways.

Take care of each other and persevere!



Letter from the Director of Sustainability

JOHAN CAHLING

Steve Jobs once said that ‘the people who are crazy enough to think they can change the world are the ones who do.’ I’m not sure what this says about all of us working at Brynäs, but we are going to change the sporting world.

This is now the third year we have been working with sustainability as a whole organisation but at the same time it is the first year when we have everyone involved in putting sustainability in to our business plan for next season. Our sustainability work is about challenging sporting norms and to drive this work, we need systems and structures in place, and we now operate sustainability like any other core business area. Our strategy has started to pay off as we have all worked smarter and harder and for the right reasons, our strength lies with the power of our people.

In general, the sporting world has been slow to change and follow sustainability trends, in part because the changes are not always happening for the right reasons. We believe it is important to do this work from the heart and not just for the wallet, it is about giving back to the society that supports our club through the good and bad times. Inevitably this has led us to a more secure financial position with all our main and official partners still standing beside us in difficult times whilst we revamp our organisation to help those who need it. This year we have increased the audience at our men’s matches by 816 people per match, partly because more and more people “buy into our sustainability work”, which makes us more attractive and we include through that work more and more people for each year that passes.

Society is increasing the pace of sustainable development as the whole world begins to focus on these

questions. Globally the covid-19 pandemic, as challenging as it has been, is also providing an opportunity to reset and do things better. We have seen how our club is exposed without an audience and that we need to be offensive with how we restructure our business to survive. Working with sustainability has become crucial under the current circumstances as our other revenue streams, which were already saturated, may not exist after this crisis.

We see an opportunity to make smarter revenues, to digitalise and reach more people and to build a more robust club. Covid-19 has meant that change is expected rather than challenged as more people are open to changing, particularly to rectify social inequalities and ensure everyone has the same opportunities. There are only possibilities, but we need to work fast to capture them to be able to offer a unique sustainable sporting experience that is also entertaining. We will reach for the stars to create winners on and off the ice.

At the same time, it is gratifying that many clubs and leagues around Europe contact us because our sustainability work inspires and we hope that through all these conversations many other players will make the “change” and move away from concentrating on traditional sponsorship and exposure to partnerships with a focus on the global goals and sustainable development for people and the environment. This is inspirational as we really believe in collaboration across all possible boundaries for more people to have better circumstances in our world.

Sustainability Highlights

816

more people per
SHL game.

90%

of children said
Friendship Talks
were valuable

100%

of teachers said the
classroom environ-
ment improved with
Friendship Talks

3700

meals to vulnerable
people during the
Corona Crisis

3631

participants in
Hockey for
Everyone

6kg

per student reduction
in food waste

8701

participants in how
to be a good friend
on social media

5

new categories of
waste sorted and
measured

100%

Renewable energy

UN Sustainable Development Goals

Each year at Brynäs we work towards the UN Sustainable Development Goals as described below. This year we have taken this a step further and have based our business plan around several of these goals. The goals we have selected are those where we feel we can make the greatest contribution or progress.



SDG1 | No poverty

We contribute to reducing poverty through our contributions to both UNICEF and

local organisation Matakuten.



SDG3 | Good Health and well-being

Through Playday, our youth hockey and our *A Good*

Start organisation we help more children in our region to be active.

Our contribution to UNICEF also helps activate girls in Namibia whilst at the same time teaching them about healthy lifestyles.



SDG4 | Quality Education

Together with UNICEF we work in schools to give all children a good

start in life by helping to provide a calm and safe school environment where children can learn.



SDG5 | Gender Equality

We continue to work hard and drive forwards our gender equality work particularly with respect to women's and

girl's hockey. There is a lot more work to be done in this area especially regarding leadership opportunities for women in our club, but our journey has begun.



SDG7 | Affordable and Clean Energy

Monitor ERP Arena is powered and heated with 100% renewable energy.

Energy efficiency projects continue with the last phases of the new ice system approaching completion.



SDG8 | Decent work and economic growth

The cooperation between *A Good Start* and Junior

Achievement Sweden (Ung Företagsamhet) continues as we encourage skilled workers to return to Gävle and help in the development of leadership skills within this group. Our program *The Way In* to help reduce youth unemployment was on hold this season due to organisational changes at The Swedish Public Employment Service. We contribute to economic growth in our region through the use of local suppliers and by paying our taxes.



SDG10 | Reduced inequalities

All our activities within *A Good Start* are open to everyone and at no cost.



SDG12 | Responsible consumption and production

Here we focused

on reducing food waste from our restaurant and were able to reduce our waste by 3.1 tonnes. Our consumption of single use plastic had mixed results with usage decreasing for several products but increasing in some largely due to the provision of meal boxes during the covid-19 pandemic.



SDG13 | Climate Action

One of the themes for our friendship talks in *A Good Start* this year was how

to be a good friend to the environment. Our sustainability report also highlights the threat of climate change. More work in this area is planned for next season.



SDG14 | Life below water

We continue to reduce and eliminate our usage of single use

plastics.



SDG17 | Partnerships for the goals

We work together with our corporate partners, sports clubs, small

and large businesses, charities and government and non-government organisations in our region, within Sweden, and in Europe to strengthen society. Together we can make a difference using the power and influence of sport as our platform.

UNFCCC Sports for Climate Action

UNFCCC Sports for Climate Action is uniting the sporting world to help combat the threat of climate change. Many organisations around the world have joined this group including the IOC, UEFA, FIFA, World Sailing, New York Yankees and many more. We encourage all sporting clubs, no matter their size, to join Sports for Climate Action.

During the 2019/2020 season we have taken the following actions to address each of the principles in the framework.

- **Principle 1: Undertake systematic efforts to promote greater environmental responsibility;** This was addressed through sustainability reporting, modifying our internal policies to have a social and environmental focus, and engaging more people in our organisation to work in this area.
- **Principle 2: Reduce overall climate impact;** We continue to reduce our overall climate impact through projects such as our new ice system. We have plans for a solar installation when finances allow. We now use buses operating on biodiesel. We actively seek out partnerships with companies with green technology and services.
- **Principle 3: Educate for climate action;** During the season we addressed this by teaching thousands of children to be a good friend to the environment through *A Good Start*. We issue an annual sustainability report to inspire other sports clubs and businesses to adopt sustainable practices for the environment.
- **Principle 4: Promote sustainable and responsible consumption;** Our main focus area here was in our restaurant where we worked to reduce food waste and plastic. Our players were also educated regarding responsible use of hockey equipment to reduce waste.
- **Principle 5: Advocate for climate action through communication.** Currently we are working through schools and have yet to kick off climate action communication for adults.



Sports for Climate Action Video:
<https://youtu.be/-CgvRsX38As>



Sports for Climate Action web site:
<https://unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action>



Multisectoral Action for Children - The UNICEF Family



Brynäs Contribution to UNICEF

Each year Brynäs IF contributes 100 000 euros directly to projects run by UNICEF. In addition to this amount, this year we raised a further 20 000 Euros for UNICEF through sales of our clean jersey. The UNICEF logo is one of only two logos displayed on the match jerseys for our elite men's and women's teams for games played in Monitor ERP Arena. Each year we also have one game dedicated to showcasing the great work done by UNICEF and to encourage more people to become pledge donors.

Our financial contribution for the 2019/2020 season went to the *Galz and Goals* project in Namibia. The Galz & Goals project is an innovative programme run by the Namibia Football Association to improve access to football for girls and to create a platform for them to learn new skills

and make healthy choices on and off the field. The programme uses football as a medium to give adolescent girls an opportunity to gain confidence, learn problem solving and negotiation skills, access information and services on healthy lifestyles and on HIV/AIDS, particularly HIV prevention. The skills acquired by the girls will help them to avoid risky behaviours and make informed life choices.

Sport has the potential to contribute to the achievement of multiple development goals for girls including individual development (e.g. self-efficacy, skill development); health promotion and disease prevention; gender equality; child protection and safeguarding; social integration; peace building, conflict resolution and violence prevention; humanitarian and post-disaster/trauma relief; economic

development; and social awareness and mobilization.

In Namibia there are relatively high rates of new HIV infections and prevalence among adolescent women, almost twice as high as the rate amongst adolescent men. This is concerning especially considering the high teenage pregnancy rate (19%) and the prevalence of gender-based violence.

Currently a total of 5,568 girls participate in the *Galz and Goals* project, most of whom are from disadvantaged backgrounds. A total of 107 coaches and 5 coordinators were trained in Sport2Life with financial support from UNICEF. Sport2Life focuses on transferring skills to the coaches and using sport as a tool to have a social impact.

FC Barcelona visit

FC Barcelona, one of the world's biggest sporting clubs with a rich history and an impressive list of titles, invited Brynäs to visit their facility Camp Nou in Spain to share ideas and experiences of working with UNICEF and contributing social issues in our respective regions.

There were many similarities between our two clubs regarding how we think and approach social sustainability issues, particularly regarding children, but also with our work involving gender equality. FCB has a large social organisation called the Barca Foundation that receives financial backing from the club and players and that addresses similar social issues to Brynäs' core business area *A Good Start*.

Both Brynäs and FCB are working hard to improve gender equality by developing women's elite teams. FCB's women's team recently made it to the Champions League Final and Brynäs has one of Europe's best women's hockey teams.

There was a lot for us to learn from such a big club. One area that caught our interest was FCB's work with values. The entire FCB club is built and operated around their core values. Their goal is to win but not at any price, how you win is just as important as winning itself. FCB strive to win the "Barca Way", with style, respect and according to the club's five values. These values apply to everyone in the club from Messi to marketing personnel or anyone else in the club. Value based operations are something we want and will strive for in Brynäs too, it has certainly worked for FCB. Our work is just beginning in this area and is described in greater detail in a designated section of this report. We believe it is the right path to follow and that it will result in greater success through all areas of our club.

Another aspect of FCB's operations that interested us was their fan centric focus. Everything starts from the fans perspective with a goal of creating the highest possible engagement and entertainment for their 300 million fans worldwide. We have also begun this journey and plan to continue to develop much further than where we are today. FC Barcelona sees this goal as key to driving their future growth. In contrast to other sporting clubs they see their main competitors as other entertainment providers such as Netflix, Apple and Google rather than the traditional sporting competitors.

Overall, our visit gave us some valuable insights and ideas for the future of Brynäs IF and our social operation *A Good Start*. We thank FC Barcelona for the invitation to visit and for sharing their knowledge with us and look forward to continued cooperation through our partnerships with UNICEF.

Sandvik Coromant

Sandvik Coromant, a large multinational company in the manufacturing sector, collaborate with UNICEF Sweden and Brynäs IF's initiative *A Good Start* in order to contribute to younger generations' access to safe upbringing, education and technological development.

For a global company like Sandvik Coromant, UNICEF Sweden is a natural partner for working to contribute to the rights of all children to education. UNICEF provides both humanitarian and development assistance to children and mothers in low- and middle-income countries, and focuses, among other things, on getting all the world's children to attend school.

Sandvik Coromant signed a cooperation agreement with *A Good Start* to create contexts where the community strengthens development for children and young people in the Gävleborg region. The focus of the collaboration is on basic needs for a safe upbringing, as well as inspiring young people to discover and explore technology. Brynäs IF is a strong player in the region and engages many people, the commitment is the key to being able to make a difference and also create winners off the ice.

"I am very happy and proud that we at Sandvik Coromant work close to UNICEF Sweden and A Good Start going forward. Together we have the ambition to support health, learning and development. We believe that all children and young people should have the opportunity to follow their dreams and to educate themselves in a good way. At Sandvik Coromant, we are determined to make a positive impact and get children and young people to see the great opportunities in life and to grow and develop in a safe and inclusive environment to help them get a good start in life. UNICEF Sweden, A Good Start and Sandvik Coromant share the same vision and want to challenge and stimulate each other, all in order to gradually be able to support and contribute better in this area"

Björn Roodzant- Vice President Sandvik Coromant, Marketing and Communications.



Stakeholders

We engage our stakeholders through scheduled meetings and informal dialogues. This season we measured the effectiveness of *A Good Start* through a stakeholder survey that was sent to a reference group of students and teachers. Each department makes its own decisions for how and when to engage stakeholders.



Stakeholder concerns

The following stakeholder concerns were raised this season through various formal and informal channels:

- Concerns from our partners, fans, community groups and people with or who have had addiction problems regarding central sponsorship deals related to certain products.
- Hockey fans and members expressing frustration and disappointment that sporting results for *SHL* are erratic and not up to expectations.
- Parents, players, and coaches concerned over the lack of structure and understanding around values and norms of behaviour leading to incidents occurring.
- Employees feeling insecure about the uncertainty of the future and wanting more structure and stability in terms of decent work and their employment conditions.

The first concern is handled by communicating the problems some central partnerships cause us to *SHL* and by trying to help create alternative central revenue streams and partnerships. Central sponsorship deals sometimes directly conflict with our own partnership approach which puts our main revenue stream at constant risk.

Fluctuating hockey results have been an on-going concern for a couple of seasons, and we continue to look over our entire organisation for ways we can improve. The process we use to recruit trainers has been modified for the next season with hiring practices more in line with

industry standards. We have used a professional sports recruiting firm and had a larger group of people involved in the trainer recruitment. Prior to this season the trainers were recruited by the Sports Director and one board member. We have also found ways to prioritise the recruitment of better players and were successful in recruiting a couple of stars through the fans' choice and fundraising. Overall, we are turning over every stone to look for ways in which to improve.

The third stakeholder concern is related to a lack of clear guidelines and procedures in the club regarding norms, attitudes and acceptable behaviours. A code of conduct and a document outlining what is acceptable in our club and our values has been put together during the last two seasons and training for all staff and contractors will be conducted during the next financial year.

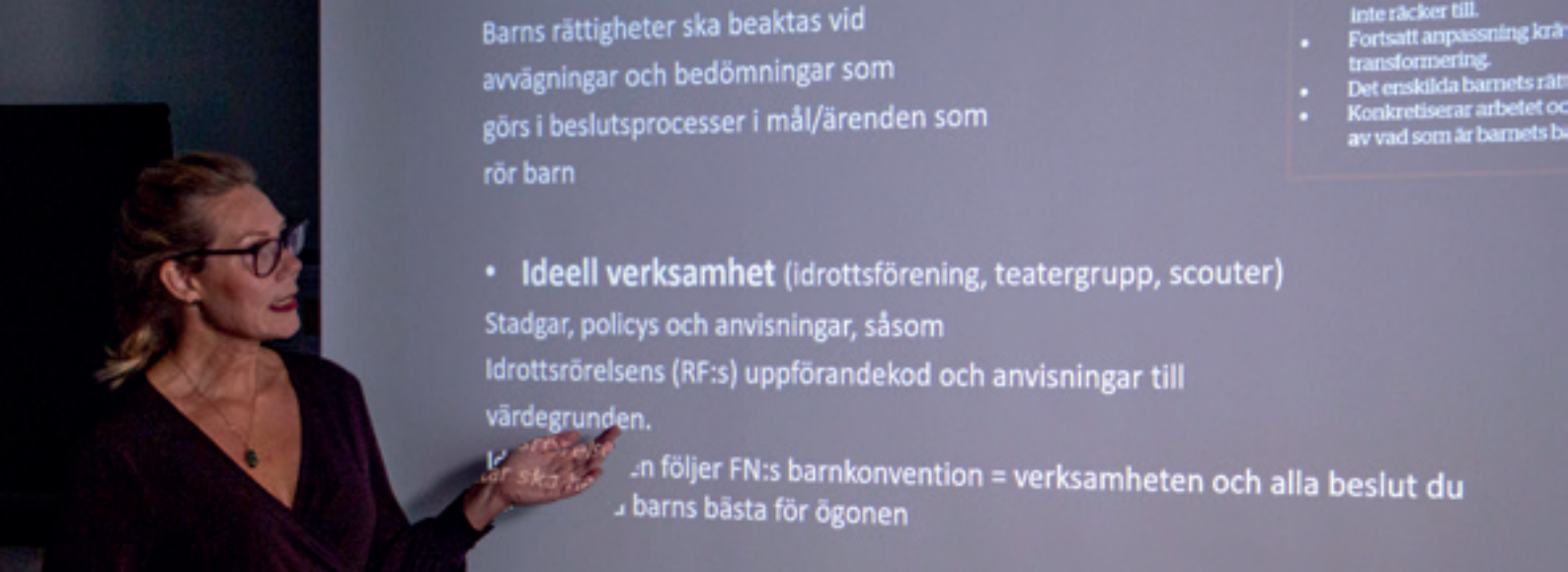
The final stakeholder concern was addressed by incorporating employment conditions (SDG8) into business planning for the next season and working with authorities and internally for the best outcomes for all our stakeholders, including our employees, during and after the pandemic. This work will continue into the next season.

Central sponsorship deals?

Sporting results for SHL?

Structure and understanding values and norms of behaviour?

Decent work and employment conditions?



Building a Valuable Club

At Brynäs IF our greatest chance of success, both on and off the ice, is dependent on our ability to construct our operations around our values. In earlier reports we identified a need to develop our operations around our values, and this season we began to put some foundations in place to drive this work forward. Pernilla Dahlborg has been nominated as being responsible for all the value work within the entire Brynäs IF organisation. A document including all our values, our code of conduct and our expected norms of behaviour has been prepared and will be distributed throughout the organisation during the next season.

Values training is scheduled to be conducted for all personnel beginning next season with regular updates in the following years. This work will be based on our vision statement and values according to the goals we have set.

Our values work is extensive and will cover the following topics:

- *Discrimination, harassment, and abuse*
- *Violence and threats*
- *Sexual abuse and harassment*
- *Gender equality*

In addition to the topic specific training listed we have constructed an action plan for handling situations when there is a breach of our values and code of conduct. Details of this action plan and contact details for anyone wishing to report a breach of our code or values can be found on our website under *trygg idrottsmiljö* (safe sports environment).



<https://www.brynas.se/klubbinfo/trygg-idrottsmiljo>

To ensure the safety of children in our care the last piece of our value work involves police checks for all youth coaches in our club. The checks are restricted and are limited to the most serious crimes such as murder, manslaughter, assault, kidnapping, sexual crimes such as rape, child pornography, and serious theft. These checks will be repeated every 2 years and for all new coaches.

VISION: Creating winners on and off the ice.

VALUES:

- Enjoyment and camaraderie
- Democracy and participation
- Everyone's right to join
- Fair play

SPORT VALUES

- Sustainability • Hunger
- Engagement • Pride
- Fellowship

PRIMARY GOAL:

To develop value-based behaviour on and off the ice in Brynäs IF.

INTERIM GOAL:

Implement the value foundation among staff, teams, players, managers, and parents in Brynäs IF.

PURPOSE: To take a holistic approach to working with norms, values, attitudes, and language use for everyone in Brynäs IF – on and off the ice.



Sustainability Games

The UNICEF Game

The UNICEF game is held once per year to highlight the work done by UNICEF both locally and globally and to encourage more people to become pledge donors. A reference group, comprising of children from the local schools, organises all the events for the UNICEF game.

New for this year was the tiger toss. The audience were encouraged to bring along soft toys to donate to local charity Matakuten as part of the collection of Christmas gifts for children in the region. A *Good Start* together with Prevas, Promotec, Svenska Bil & Däck och Swecon Freight also handed out 1000 Brynäs tigers to spectators in the entrance hall before the game. The audience sat patiently with their tigers and soft toys waiting for Brynäs to score a goal. Fortunately, they did not have to wait for long with the first goal of the match scored in 1 minute and 49 seconds by Brynäs. Hundreds of tigers rained down on the ice.

Another development for the UNICEF game was the use of local artists to paint pictures of all our team members for use on the big screens instead of the usual photographs.



The players were portrayed by children at a local kindergarten.

Individual photographs were taken to a local kindergarten and the children were each given a player to paint and these were then used on the big screen during the game for all our players.

Once again, the UNICEF game was a huge success and is continuing to develop into a great annual event. A big thank you from us to all the children who participated in the day working as commentators and all other jobs behind the scenes. Welcome back next year.

Together - Walking for the Brain

On September 21st we had our first *SHL* home game of the 2019/2020 season at Monitor ERP Arena.

Together with our fans and partners we arranged a walk for the brain to support brain research through the Bissen Brain Walk Foundation.

One of the biggest threats facing our sport at present comes from brain trauma leading to concussions and Chronic Traumatic Encephalopathy (CTE). CTE is a neurodegenerative disease caused by repeated blows to the head. Brain trauma occurs in all contact sports including American football, ice hockey, rugby union, Australian rules football and football. Studies of CTE in American football players indicates that the severity of CTE is related to the number of years played rather than the number of concussions a player has experienced. It is believed at present that it is the number of hits to the head that do not cause concussions that cause CTE. Brain trauma can

cause depression, dementia, anxiety, memory loss, confusion, emotional instability, and aggression.

Brynäs IF is trying to address this threat through the *Zero Vision* project run by *SHL* that aims to eliminate concussions from hockey. We felt that we could do more, so we decided to launch our season with a sustainability game to raise awareness and money for brain research.

The day started at Stortorget in the town centre of Gävle with performances by Lansen and Liljan, Gefle Gymnastics Club and Uddans Dance Studio. Our mascot Tigern was there and children could have their faces painted. At 13.45 we walked together through the streets of Gävle towards Monitor ERP Arena. Everyone who donated at least 50 Swedish crowns to Bissen Brain Walk and marched from Stortorget to Monitor ERP Arena received a ticket to the home premier.



Highlights from **A Good Start**

Our business areas have been developed to reduce marginalisation of children and young people by meeting the challenges we have today in Sweden, Gävleborg and Gävle. We do this by:

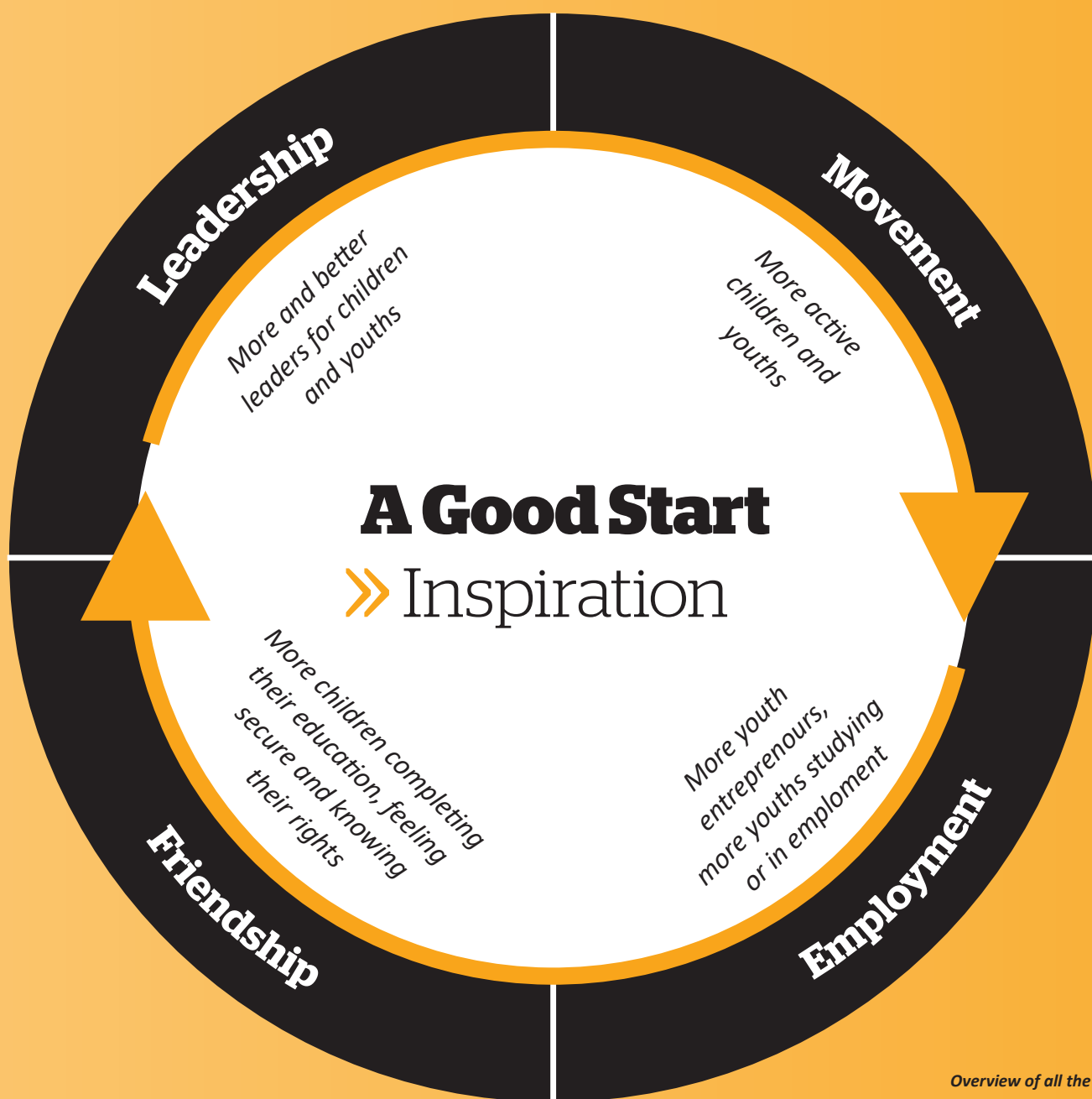
- focusing on raising the level of education for children and young people
- halting the trend of increased mental ill health among children
- getting more young people work experience
- giving more children the opportunity to play and move
- improving the circumstances that enable children's rights to be fulfilled

Together with UNICEF's and Brynäs IF's largest partners' experiences and knowledge, we are constantly building and developing our business. Each child we prevent from being marginalised saves society 4.6 million Swedish Crowns over 20 years (according to a study conducted by Ingvar Nilsson from Fryshuset in 2016).

Participation levels in general have remained steady for most of our programs. The biggest change is seen for our program called *The Way In* which was affected by a reorganisation at the Swedish Public Employment Service (Arbetsförmedling) and the Covid 19 pandemic. This program is currently put on hold as the reorganisation resulted in the closure and downsizing of several

» PARTICIPANTS IN A GOOD START ACTIVITIES

Activity	15/16	16/17	17/18	18/19	19/20
Friendship talks	533	3444	6484	8160	8701
Player visits	7250	4955	3965	5311	4045
Exposure to social responsibility lectures	-	-	13 lectures	23 lectures	12 lectures
Hockey for Everyone	1384	3398	2195	1732	3631
Tickets to community groups	3882	3990	3581	5394	13286
Leadership Academy	24	24	22	24	13
Play day	2000	2400	2700*	1850	2600
Leadership Lectures	60	35	300	32	87
Companies attending speed dates	11	12	90	143	0
Young people attending speed dates	25	32	400	485	0
Young people gaining work experience	10	14	55	58	0
Young people employed or studying after work experience	4	5	14	22	0
Leader for a day	10	10	10	9	10
Bringing home skilled workers	-	-	40	42	18
International Children's Day	4400	2200	2200	1935	2200



Overview of all the program areas in A Good Start.

employment service offices in Gävleborg, restricting resources available for our program. *The Way In* is a program to help young people to enter the workforce or study through the assistance of our vast business partnership network.

The number of participants in the *Leadership Academy* is approximately half our usual number due to the Covid 19 pandemic. Our second intake runs from March to May and although we were able to run some sessions the bulk of the sessions were postponed until the 20/21 season. The *Leadership Academy* is a free course offered to volunteer

adults who lead children and young people in various sporting and leisure activities.

Numbers for *Bringing Home Skilled Workers* are also half compared to previous years. This program has been set up to run once or twice per year and this season we only ran it once due to time restraints caused by other commitments from Junior Achievement Sweden (Ung Företagsamhet). *Bringing Home Skilled Workers* is about encouraging young entrepreneurs who are studying to return to Gävle once they have finished their studies to start up new businesses and thereby create new employment opportunities in our region.

Friendship talks

Alexander Corpeno Bäcklin

A typical day for me always starts in the office at Monitor ERP Arena where Kristian and I meet to travel together to the school scheduled for that day.

Most schools have two classes in each grade, 4a-4b, 5a-5b, 6a-6b. The schedule for the day is usually as follows:

8.30-9.30 **4a and 4b**
 10.00-11.00 **5a and 5b**
 11.00-12.00 **Lunch with the students**
 12.00-13.00 **6a and 6b**

Kristian and I always separate and take a class each for the simple reason that we think the students feel more secure and calm if they are in their usual class.

The *Friendship Talk* is very much about keeping students feeling secure and comfortable with talking about their own experiences and thoughts.

As you can see from the schedule, all friendship talks take about 1 hour and we always have a good margin in between so if any class wants to run over it is possible and we do not have to finish and rush to the next class, we are there for the students and the teachers!

We always start by talking about why we in Brynäs IF are at their school and about the connection to UNICEF and the Children's Convention. Then we go into the *Friendship Talk* itself, even though it is already woven in from the beginning.

We try to mix humour with seriousness in the form of our own humorous experiences that still have a serious and clear message. We believe in being open and telling personal things to students. Partly because we probably have stories that they recognize themselves in and partly because if we dare to open ourselves up then maybe we can get the class to open up to each other and to us.



After an hour, most students have usually laughed, moved around during the exercises, understood the seriousness of the subject, and started reflecting on themselves and others. That is why we always wait about two weeks before we come back, to let things sink in properly.

The second time we meet, we begin in the same way, that is with the connection between Brynäs IF, UNICEF and the Convention on the Rights of the Child. Partly as a reminder of why we are there but also to catch any student that for some reason did not attend the first *Friendship Talk* and then they get the same introduction and understanding of why we are there. Then we move on with fun stories, exercises, and serious topics in the same way we did at the first meeting.

When these meetings are over, hopefully the students have reflected and taken on board what we taught and hopefully the teacher has been given tools to work on these issues for the remaining time with the class.

A *Friendship Talk* is used to reinforce the fantastic work teachers, parents and non-profit leaders do every day with our children and young people.



» HOW EFFECTIVE IS A GOOD START?

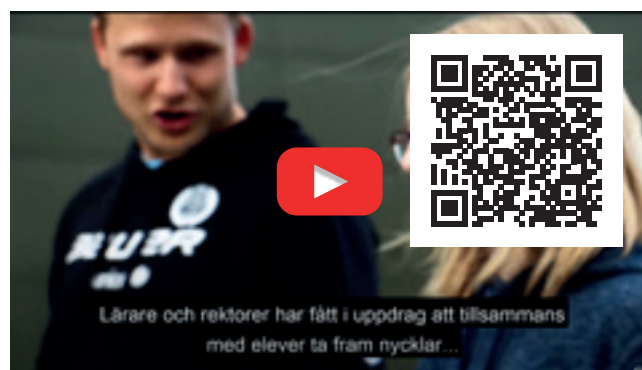
Measuring the impact of *A Good Start* on our local community is a difficult challenge and was one of our stakeholder concerns from our last report. This year surveys were completed by both staff and students in some of the schools where we are active to measure our effectiveness and guide us on a path forward. Three hundred and sixty-four students in years 5 and 6 together with twenty teachers were asked about the impact *A Good Start* has had on them. The results were fantastic.

Of the students surveyed

- 90 % said it was valuable to meet with *A Good Start* and have *Friendship Talks*
- 90 % said they have learnt more about their rights and The Convention on the Rights of the Child through *A Good Start*
- 65 % said *Friendship Talks* helped them be a better friend to themselves
- 72 % said *Friendship Talks* had helped them be a better friend towards others.
- 64 % said *Friendship Talks* have helped them be a better friend to the environment

The teachers had great things to say too:

- 100 % said that it was positive to have *A Good Start* come to their classrooms and conduct *Friendship Talks*.
- 85% believe that *Friendship Talks* have a positive impact on the students
- 100% believe that *Friendship Talks* have a positive impact on the environment in the classroom
- 95% believe that *Friendship Talks* have a positive effect on the environment during class breaks
- 95% believe that *Friendship Talks* work for long-term social prevention
- 50% use specific *Friendship Talk* tools or methods to facilitate daily operations



<https://www.youtube.com/watch?v=l3mulkae2uw#action=share>

» HOW TO BE A GOOD FRIEND ON SOCIAL MEDIA?

Friendship Talks continue to be at the core of everything we do and strive for in Brynäs IF. One topic we explored this year was how to be a good friend on social media. There are many positive aspects of social media but there is also the possibility for bullying and other anti-social behaviours to occur. In the days before social media, if a child was bullied it would start with the school day around 8 am and finish at the end of the school day around 2pm. The advent of social media has dramatically changed the available landscape for bullying and children can now receive messages as soon as they wake up in the mornings and until they go to sleep at night, greatly disrupting their sleep cycles and their well-being as it can feel like a constant attack during waking hours.

Friendship Talks have focused on learning to talk and listen to people and to develop an understanding that what you see on-line is only ever part of a picture and open to misinterpretation. The students came up with some tips of their own on how to handle social media.

Friendship Talks are extremely popular amongst our schools and have been steadily expanding over the years. This year Kristian and Alex visited all children in years 4-6 in Gävle, all in years 4-6 in Hofors except 1 school and 3-4 schools in Osthämmar. Sessions in the municipality of Sandviken will begin during the 2020/2021 season. Due to popular demand we will be expanding our operations within *A Good Start* in the near future.

» PLAYDAY

In our last sustainability report we hinted that big things were coming to *Playday* in 2019/2020 and of course big things did come. This season we got together with some of the key players from our region including the Floorball Association, the Gymnastics Association and our local county to collect ideas on how we could make *Playday* bigger and better and therefore reach more children and give them a better experience at the same time.

It was HUGE! The day started with an information session and a fantastic gymnastics display from Gefle Gymnastics Club. Then we let all the children loose to find and explore the sports that interested them. Instead of only filling Monitor ERP Arena with children we expanded into all the available halls at Gavlehov. We opened the track and field arena, the floorball arena and the multisport arena. Both *Playdays* were held during colder months so we did not use the football arena (outside) even though the football association was present and offered indoor Futsal sessions instead. There were children everywhere, coming and going throughout the day. Many sports which had not had enough space at previous *Playdays* were now able to expand into the halls available giving the kids a better idea of what sports are on offer in our region. We had the right space and the right expertise on hand to give the kids a really fun day trying all sorts of sports.

Our ambition with *Playday* is to invite associations with a wide variety of activities to appeal to the different interests of all kids. Long term we aim to enable as many children as possible to find a new interest and thus a lasting meaningful leisure activity.

A second ambition with *Playday* is to help keep all clubs and associations in our region healthy and able to continue long term through stable membership, thereby keeping



more people in the region active. Many associations happily report increased membership through exposure on *Playday*. Some figures from the evaluation of this spring's *Playday*:

- Gävle Taekwondo: 5+ members
- Skade Athletics: 5+ members. *Playday* is considered very important for the club to gain exposure and promote athletics in the region.
- Gävle Figure Skating Club: 10+ members
- Rudsjö Scouts: more members after each *Playday* and also more leaders. Scouts attract many children particularly as they focus on activity without competition which is positive for a lot of children and leaders.

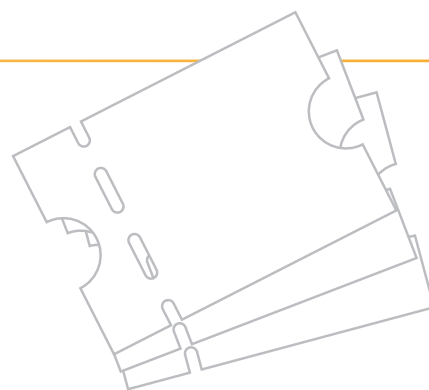
Together with our newly formed group of experts we will continue to evaluate and improve on what we offer children in our region on *Playdays* (once the Corona Virus Pandemic is over).

» TICKETS TO COMMUNITY GROUPS

For many years Brynäs IF has been giving away tickets to community groups to ensure that everyone in our region has the opportunity to go to a game, regardless of circumstances. In the past year we gave away a lot more tickets than usual which was a combination of two things. First as *A Good Start* becomes more established in our region we can reach and form connections with more people able to help get the tickets to the right people. Second, we had

noticed that whilst many children have the opportunity to hang out with their friends, many had few opportunities to do something together with a parent. We observed a huge need for children to have these outings with a parent and so each child in Gävle in years 4-6 was given two tickets to spend some time together with one of their parents.

Community group tickets are an important contribution to society. Attending a game gives people



who are often on the outside of a community the opportunity to be a part of the community. These tickets are more than just a hockey game, they give people a chance to share an experience with the rest of society.

International Children's Day

Kristian Nervik Nilsen

We spend a typical day ahead of International Children's Day with the reference group of students.

The reference group consists of two representatives from each government school region in Gävle municipality and two representatives from each private school. These students have been selected by the schools themselves and when meetings are scheduled, all of Brynäs IF's staff help to pick up the children around the city to gather at Monitor ERP Arena to help create the celebration for International Children's Day.

For us, it is particularly important that the children have the opportunity to be involved and tell us how they want the celebration to be, because it is their day.

We always gather at Monitor ERP Arena's conference area where the cooperation between Brynäs IF and UNICEF is explained, and we tell the children that they were chosen as representatives by their school. We make them ambassadors, so they feel proud and to make them understand that they are key players in this fantastic celebration.

The reference group consists of both 5th and 6th graders which gives a good mix of students who have celebrated International Children's Day the year before and those who are brand new to it. The older students can then refer to the celebration the year before and tell about what they thought worked well and not as well and the new students come fully open minded. In this way, the celebration gets better and better with each passing year.

As usual, we try to bring out the best from every student through games, funny stories and asking questions. What is usually rewarding is ordinary brainstorming. We divide the group into two and I take one group and Alex the other. The students may be a little shy at first but we just challenge

anyone to come up with a daring suggestion of activity, artist, dance

or similar and then the kids usually open up completely and really start to think like a child with a huge imagination and lots of creativity.

Of course, we end each meeting with a snack and just have a fun time together before giving the students a final assignment. The assignment is for every student to ask students at their school how they would like the celebration to go. In this way, we make the reference group participants feel proud to be part of the reference group and that we give all students in each school the opportunity to participate in and influence the celebration of the day of the children's convention. The answers from each participant are always presented at the second meeting with the Reference Group about 1 month later.

After lunch we finish and Brynäs IF's staff helps to return all students safely to their respective schools.

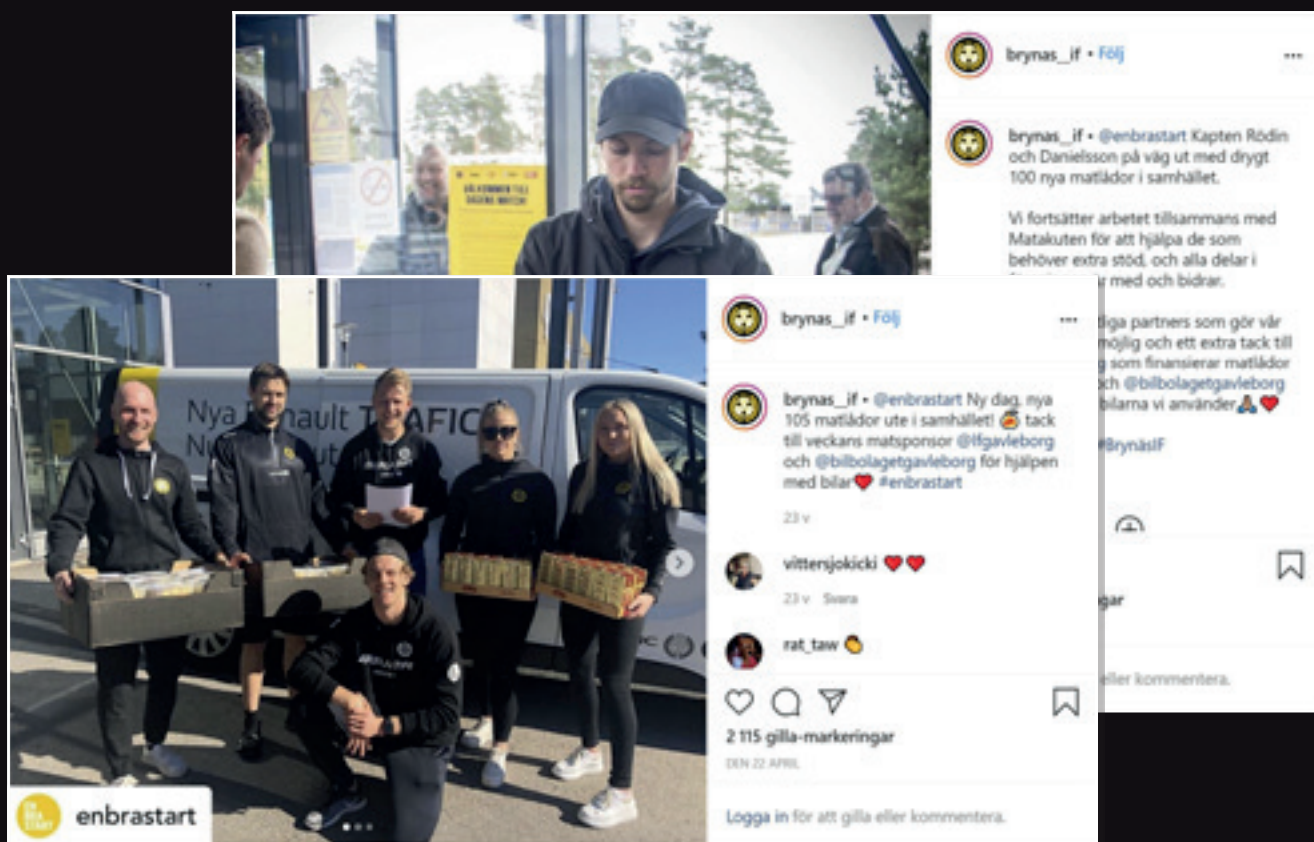
We ask those who have both picked up and left the children to compare them when they are on their way to the Arena and on their way home from the Arena and the summary of the answer is usually: "the children could not stop talking about what a great day they have been through".

That answer probably depends on the fact that the participants in the reference group are not only allowed to join in creating the celebration for International Children's Day and to be an ambassador for it, but also because they will most likely be offered to join the stage program on the Day as well as join an employee during the game for UNICEF. During the UNICEF game the children run the show for an entire SHL match. Examples of what the kids usually get to do are being a commentator, a studio host, an assistant coach or even running Brynäs' official Instagram account.



Corona Crisis

The ongoing corona virus pandemic has affected every single one of us and at Brynäs IF we have seen a need more than ever to have a positive contribution on our society. During this crisis we have modified our operations to both ensure our own survival as a club but to help out where we can in our community with the resources we have.



OUR CONTRIBUTION:

- Assisting Matakuten in the delivery of food and meals to people in area
- Connecting partners to helping people in need through supply of food boxes
- Providing resources for the community helpline
- Modification of our restaurant to meet FHM guidelines and ensure customer safety.

HOW WE HAVE BEEN AFFECTED:

- Last game of the season played without audience
- Junior and youth operations shut down earlier to secure participants safety
- Furloughing of staff
- Loss of sponsorship contributions due to difficult business environment
- Loss of revenue from the restaurant



Gender Equality - Women's Hockey

–Creating an inclusive environment

GOALS FOR GENDER EQUALITY

To be successful with women's hockey we need to focus on 3 key areas as outlined in our last report. These areas are participation, pathways, and investment (sponsorship, audience and broadcasting deals). We have set ourselves some goals to help facilitate progress in these areas.

Our goals to move towards a more gender equal club by 2025 are:

1. Equal conditions in youth hockey for boys and girls.
2. Equal conditions for elite SHL and SDHL teams.
3. Semi-professional women's team.
4. Gender equal sports pathways.

SVART MOT VITA (BLACK VERSUS WHITE)

Each year before the SHL season Brynäs IF hold a match called *Black versus White* to showcase our talent in the region and abroad. Usually these two teams consist of players from our SHL team as well as former players who are currently playing in overseas leagues, primarily the NHL, for example Niklas Bäckström from Washington Capitals. However, we began to wonder, how would a young girl playing hockey feel knowing she would never get the chance to join such a great match? How did our elite women's players feel being excluded from a fun event displaying our most talented players? Obviously with our goal to make hockey for everyone this needed to change. For the first time our SDHL players were welcomed into the game for *Black versus White*. Now all we needed to wonder was how nervous did this make the men feel knowing the bar had been raised? 😊

BUILDING GIRL'S HOCKEY TOGETHER WITH SANDVIKENS IK

Brynäs IF and Gävle County have approval to start a local (LIU) sports education for girl's hockey that will begin in autumn 2020. For a year we have been increasing the number of girls who play hockey in our youth section, but in order to establish a sustainable women's organisation there needs to be a junior foundation to feed senior hockey. This needs to be supported by a regional cooperation within women's hockey.

To succeed with increasing the opportunities available to women in our region we cannot develop in isolation. One town in our region that

is already strong for women's hockey is Sandviken and for this reason, we began discussions and a cooperation with Sandvikens IK.

Sandvikens IK currently have a team playing in the women's division 1. During the season we lent them several of our players whilst further developing a cooperation between our two clubs. Starting from the 20/21 season the students at our hockey gymnasium will play with Sandvikens' team. The cooperation of player exchange will continue, and we will also share players for some training sessions. This cooperation will continue to be

developed in the coming years for the mutual benefit of both teams and the region in general.

Players who are accepted into the LIU program will have the opportunity to combine their upper secondary education with their sport and play matches both with Sandviken in Division 1 and with Brynäs in SDHL. Applications for places in the LIU hockey program for girls can be made through the gymnasium admissions website. Several programs can be combined with the LIU education.





WOMEN'S SPORT IN FOCUS

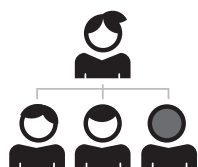
On September 14th, 2019, our women's team participated in an event at Goransson's Arena in Sandviken promoting women's sport in our region. Five sports were showcased including bowling, bandy, football, floorball and of course our very own women's team for ice hockey. The idea for Sports Saturday was to strengthen women's sports in Gästrikland through collaboration and therefore make the clubs jointly stronger in their work to increase interest and reach a larger audience in their respective sports. Sports Saturday is a first joint activity, but the collaboration will hopefully result in more common goals and activities for the clubs.

"If we can get the clubs to work together to increase the interest in women's sports, we will reach more people around the region. We want more people to visit all clubs' matches and events more often. If we can participate and contribute to, for example, SIF getting a higher audience average, we are obviously willing to do so."

Erika Graham,
Women's Sports Manager at Brynäs IF

Gender Equality Scorecard

How do we know when we have reached gender equality in our club? What can we do to open our sport for more people? What is fair and equitable for all people? These are some of the questions we are asking ourselves as we continue to build up our women's sports organisation. We have begun to follow some indicators to monitor our progress for gender equality in our club which we will expand and refine as we gain more insights.



LEADERSHIP

	Item	#	Comments
●	Board directors	29%	Improved this year but need one more woman to reach gender equality zone. The number is representative of club membership which is 23% female.
●	Board chair	0	Brynäs has never had a female chair or vice chair.
●	Club Director	0	Brynäs has never had a female club director, do not attract female candidates when recruiting.
●	Management Team	17%	Number decreased from previous seasons
●	Sports Reporting Structure	=	Same for both women's and men's sporting organisations
●	Female Coaches	1+4	1 coach and 4 team leaders. To increase by 1 for next season
●	Elite female coaches	0	Have previously had one for elite juniors
●	Female Referees	0	Handled independently from Brynäs but there are none currently originating from Brynäs.



PARTICIPATION

	Item	#	Comments
●	Number of girls participating	70	Continuing to build
—	% girls retained		Goal is to retain 90% of players, too early to gauge retention
●	Female membership	1596	There are 5328 male members
●	Volunteers	30	There are 60 male volunteers
●	% FT employees that are women	13	There are 28 full-time male employees

Legend for the scorecard

● Equal for men and women ● Progressing in the right direction ● No progress or actions taken



INVESTMENT

	Item	Comments
●	Sponsorship	Many sponsors currently provide equal sponsorship to elite men's and women's teams.
●	Professionalism	All players receive some income but below fully professional level.
●	Broadcast deal	External deal that most likely requires higher audience numbers to secure more value.



MEDIA

	Item	Comments
●	Broadcasting	All games are broadcast on Cmore
●	Proportion of sports stories on women	Brynäs IF communication channels
●	Number of female communicators	Have previously had a female communicator but none at present.



PATHWAYS

	Item	Comments
●	Ice Times	Women's team have good access and times
●	Gym access	Equal access
●	Support staff	Big improvements already seen. Continuing to build as the budget allows.
●	Hockey Gymnasium	Local gymnasium compared to national available for boys. Hope to eventually be awarded with a national.
●	Medical care	Same as for men. Eventual plan for a doctor dedicated to the team
●	Equipment	All equipment supplied through a partnership with Bauer.



GENDER BASED VIOLENCE

	Item	Comments
●	Code of ethics and conduct for coaches	New modernised code completed during the season
●	Education programs for athletes' rights	
●	Harassment free policies and procedures in place	Updated during the season
●	Values training including harassment	Planned, roll out in 2020/2021 season

Occupational *Health and Safety*

SPORTING INJURIES

This year we are only reporting on our concussions as we know these numbers are accurate. For total injuries we are putting together a better system to accurately record them and from next season we will apply this system and report on the number of injuries that resulted in missed games for our players in all elite teams.

Concussions in *SHL* decreased by 18% this season thanks to the *Zero Vision* project operating through

cooperation between *SHL*, *SDHL*, HockeyAllsvenskan, Division 1 and the Swedish Ice Hockey Federation. Some changes that contributed to the decrease were:

- Rule changes to protect goalies
- A ban on late tackles
- Continued strict penalties for tackles to the head and back
- Positive attitude changes amongst players

Concussions	17/18	18/19	19/20
SHL	10	7	3
SDHL	1	6	1
J20	11	8	6
J18		5	5

Concussions within our own organisation have followed a similar trend or decrease but we have not yet reached our goal of zero.

ALCOHOL CONSUMPTION

Overconsumption of alcohol can lead to both negative health and safety effects. This year we have worked in both our restaurant and on our internal policies regarding responsible consumption of alcohol to ensure a safer and more enjoyable event and workplace environment.

All our staff in the restaurant have undergone extensive training in the serving of alcohol in our establishment. To encourage alcohol consumption in moderation during our events we have water jugs available wherever we serve alcohol, we have a limit of two drinks per person and have several non-alcoholic options available including 3 types of non-alcoholic beer plus options for cider and wine as well.

MENTAL HEALTH

For the first time this season we acquired the services of a mental health expert. Within an elite sports club we face the same challenges as society regarding mental health and mental health related illnesses. A mental health expert can help both with team performance but also with general well-being within our club.

To start our work with mental health we used our men's *SHL* team to develop a pilot for how we would proceed. Our focus was on encouraging our players and staff to lead balanced lives and thereby improve their sporting and work performance. Having a team with athletes dedicated only on train, eat, sleep then repeat does not lead to

the best performance on the ice, it results in athletes who put a lot of energy in to putting excessive demands on themselves. Instead we wanted our athletes to take advantage of the hours spent training and to be in the right mindset for games. To do this they needed to be able to enjoy a personal life outside of these times together with families and friends. Maintaining a balanced life leads to an enhanced performance on the ice.

Helping our players to achieve this balance was done by giving the players and coaches sessions with our mental health coach at least once per month or as requested. During these sessions, the players were given tools such as relaxation, preparation, and stress control techniques.

Towards the end of the season we began to expand this work to our women's *SDHL* players and other staff members. We have also worked with providing support for addictive behaviours for all people in our organisation.

Our mental health is important to everyone in the club and we will continue to develop the work we are doing in this area.

NON-DISCRIMINATION

There were no official reports of discrimination within our organisation during the season. However, we recognise incidents can occur without being reported so we are working hard with our values to minimise the risk of any incidents occurring. We have also put together a procedure

for handling of any incidents that occur which will be available on our website during the coming season.

PROCUREMENT PRACTICES

There are approximately 500 companies that supply products to Brynäs IF covering a range of goods and services for entertainment, hockey equipment, utility services, print and graphic services, recruitment, food, insurance and many more. During the 2019/2020 season 100% of our expenditure went to local suppliers from a total of 45.7 MSEK. We define local businesses as those with a sales office within Sweden. There were no major changes to suppliers during this financial year.



Environmental Sustainability

Comparisons for this year are difficult to make due to how the global pandemic affected operations. The 16% water reduction is most likely a result of the operational changes rather than true water savings.

Environmental Parameter	Amount		
	2017/2018	2018/2019	2019/2020
Energy			
District Heating	1.15 GWh	0.86 GWh	0.90 GWh
Electricity	3.5 GWh	3.77 GWh	3.22 GWh
Total Energy	4.65 GWh	4.63 GWh	4.12 GWh
Energy per guest	12.1 kWh	12.5 kWh	11.9 kWh
Water			
Municipal	15 000 m3	14 880 m3	12 337 m3
Recycled	0	0	0
Rainwater	0	0	0
Water per guest	39 litres	40 litres	36 litres
Emissions			
Scope 1 Emissions (total)	0	0	0
Scope 2 Emissions (total)	0	0	0
Scope 3 Emissions (total)	17.9t	222.7t	219.6 t
Scope 3 Upstream Fuel/Energy	17.9t	20.7	17.6 t
Scope 3 Team Travel SHL		126.3 t	123.0 t
Scope 3 Team Travel SDHL		20.7 t	27.6 t
Scope 3 Team Travel J20		25.6 t	27.7 t
Scope 3 Team Travel J18		29.4 t	23.7 t
Scope 3 Emissions (team travel total)	Not calculated	202 t	202 t
Scope 3 CO2 per guest	46.8g	614g	637g

Environmental Compliance

There were no environmental incidents this season. We continue to apply the precautionary principle to all chemicals used in our operations. Our statutory reporting for inventory of refrigeration chemicals was completed as required.



Monika Blom and Peter Jensen are part of the facility management team working towards a green arena.

Waste Management

The waste produced at Monitor Arena during the 2019/2020 season is listed in the table.

Two years ago, in our first sustainability report we set a goal to further develop our waste management through a waste prevention programme. Together with Stena Recycling we began a project to clean up our act. Stena analysed the waste we were producing and advised us as to how we could improve on the sorting of it. Our waste is now broken down into more fractions, including in the bins for the general public in the arena.

Through our waste management program, we have been able to greatly reduce the amount of combustible material we produce. Much of this combustible material has gone into existing waste fractions such as glass, carton board and metal, all of which are recyclable and the remainder into newly sorted waste fractions such as paper and plastics. We now also have measurements for office electronics and dangerous goods. By measuring these fractions, we can begin to try to reduce them where possible.

In our table we have both combustible waste and household waste. Household waste is also combusted but includes some food waste and is therefore more expensive to dispose of. Most of this waste comes from our locker rooms. In the past we have tried to sort waste into more fractions in the locker rooms but without success. Our locker rooms see many people from the outside passing through them, so we have little control over what is placed in the bins. Long term we will need to address this.

Overall, we have seen a reduction in waste produced

Waste (t)	2017/2018	2018/2019	2019/2020
Carton Board	4.64	4.1	7.86
Office paper			90 kg
Combustibles	56	48.7	14.1
Glass	5.64	5.24	7.8
Compostable	13.1	14.5	13.7
Fats and Oils	16.1	16.9	15.9
Metal	1.5	0.8	11.1
Plastic			45 kg
Office electronics			72 kg
Dangerous Goods ¹⁾			84 kg
Mixed household waste ²⁾			6.0

1) Batteries, light bulbs, toner cartridges etc...

2) Mostly from locker rooms but also from offices and the kitchen

this season. However, due to the Corona virus this was not a complete normal season so we will need to compare our numbers once we have a full season with audience again.

Work in this area will be on going as we develop our Clean Arena Concept. At present we are gathering a group of partners to help us fully develop our Clean Arena to minimise our environmental impact through all our events and services.

Water

All the water used at Monitor ERP Arena is town water of drinking water quality. The water is used for making ice, cleaning, food services in the restaurant and kiosks, and other sanitation purposes such as toilets, showers and washing. This season our water consumption decreased by 17%. This decrease was mostly a result of the shortened season caused by the pandemic. Next season we will begin recycling some of our water through our newly installed ice pits. Once the

ice system is up and running, we will have access to more measurements and a clear picture of any gained water savings.

All of the water we discharge goes to town sewerage and is not treated prior to discharge. Water from the kitchens has basic treatment before discharge to separate out the fats. The fats are collected monthly and sent to a local biogas facility. There is no way to measure how much water is discharged from our arena or the

total solids content of that water at present. We do not know how much of the incoming water is consumed compared to how much is discharged.

There were no water restrictions in place during the season but there were some recommendations that we followed.

Energy

Monitor ERP arena continues to operate on 100% renewable energy. Our energy mix for 2019 consisted of 46% bioenergy, 45% hydropower, 6% solar power and 3% wind power.

Last report we commented on the large roof space we had available for a solar power installation but that the panels were too heavy for our roof. We have now found a solution to this and are ready to install panels on our roof as soon as our finances allow for it.

Emissions

We continue to have zero scope 1 (direct) and scope 2 (from purchased electricity and heat) emissions from our operations. Our scope 3 emissions (indirect emissions) for team travel were the same as for last season. Scope 3 emissions were calculated using guidelines from the International Ice Hockey Federation (IIHF) for sustainable events. We have not yet figured out how we will lower our travel emissions as we do not have control over our biggest source of emissions which is related to the *SHL* game schedule. Our best option for reducing emissions would be to travel by train when possible or on hydrogen or electric powered buses.

Ice System Update

The ice system is getting close to completion with phase 2 being completed during the summer break of 2020.

Phase 1 involved installation of ice pits to melt scrapings from the ice so the water can be re-used to make new ice, thereby reducing our water consumption. This phase was completed during 2019 although melting and recycling the ice scrapings required completion of phase two.

Phase 2 involves the replacement of the cooling system which will provide heat to melt the ice scrapings and allow for variable control of coolant pumps leading to energy savings. This will be completed before the start of the next season.

Phase 3 involves optimisation of the new system and will hopefully lead to us achieving our energy and water saving goals.

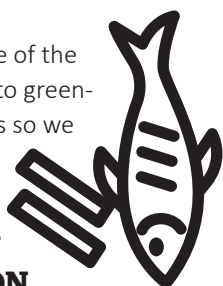
Tackling Environmental Sustainability in the Restaurant

FOOD WASTE

Together with Prolympia school our hard-working restaurant staff began a project to reduce the amount of food waste generated in our restaurant. Over the period of a couple of months we were able to greatly reduce the amount of food wasted through better forecasting and liaison with the school to more accurately predict the number of students eating in the restaurant each day. The amount we were able to save during this period would be equivalent to 6kg per student and a total of 3.1 tonnes when extrapolated over the school year.

The work with food waste was also extended to the Skybar, Buffets, and Bistro where we also monitored more accurately trends in attendance to estimate the food requirements during games.

Food waste is one of the larger contributors to greenhouse gas emissions so we will continue to work in this area.



ELECTRICITY CONSUMPTION

Even though our restaurant operates on 100% renewable energy we still understand the importance of minimising consumption. All our conference and meeting rooms have been fitted with timers for lights that can be set by the users according to their requirements. During the off season we turn off as many appliances as possible including our fridges and ice machines. We recently replaced one of our dishwashers with a new one that saves both water and energy and is more ergonomic for our staff.

PRODUCE & DELIVERIES

Emissions from food are caused in part by the transport of produce. To minimise transport emissions, we have changed our planning and ordering of raw produce to have fewer larger

deliveries. We have also converted our deliveries to the return back system, which means every delivery comes in a crate that is returned and reused over and over again. Within the constraints of our budget we also choose local produced foods and organic produce as much as possible. All the coffee used in our arena is now organic and fair trade certified.

CLEANING PRODUCTS

All the cleaning products that we use have the Nordic Swan Ecolabel. Nordic Swan products have strict environmental requirements for all phases of the products life cycle and strict requirements for any chemicals used in these products. The Nordic Swan Ecolabel is used in Sweden, Denmark, Finland, Iceland, and Norway.

SINGLE USE PLASTIC

This season we had mixed results for our single use plastic. Our best progress was reducing the number of plastic knives, forks, plates, and cocktail sticks. Our worst performance was with single use containers and straws. The increase in single use containers was a direct result of the Covid 19 pandemic, where many of our meals were provided in single use containers to help reduce the spread of the infection and to provide meals to people in the



Nick Bird and his team are working with various environmental initiatives in the restaurant.

community in need. The increase in straws was a result of an event where smoothies were served with straws. Usage numbers for plastics are greatly affected by our ordering system so trends can be difficult to determine. We have ceased to purchase cocktail sticks and will run down remaining stocks. Within the constraints of our budget we replace plastic items where possible. Plates in the Skybar and Bistro are mostly substituted with palm leaf plates or paper plates. We use recycled plastic for the containers we use and work carefully with our supplier to choose options that are least harmful for the environment. We have replaced all the plastic bags used for take-away meals with paper bags.

Item	2017/2018	2018/2019	2019/2020	Change
Straws	11 750	1220	7300	+498%
Cocktail sticks	11 000	5000	1000	-80%
Forks	19 000	15000	4420	-71%
Knives	15 000	13000	4420	-66%
Plates	19 500	2500	1000	-60%
Containers	6 776	8624	35412	+311%
Container lids	6 200	6000	25500	+325%
Cups (reduce use only)	36 680	24631	17500	-29%
Drink Bottles ¹⁾	unknown	unknown	unknown	unknown

1) allowed if caps remain

How is Climate Change Affecting Us?

It might seem like Sweden is only reaping benefits from climate change with warmer weather but even in Gävleborg there are signs that our lives are already being affected in negative ways.

According to Gävle born author Erika Bjerström's book, *Klimatkrisens Sverige*, some of the effects of climate change can already be observed in our region and are having an impact on our lives. Blue lakes are becoming brown lakes and water is becoming increasingly difficult to source from underground bores in some regions. Our generally warmer and darker winters are having a direct impact on our health as fewer people go outside and exercise when there is less snow. Then of course there were the forest fires in 2018.

So far, we have not been impacted by rising sea levels but, based on data obtained from Google Earth, Monitor Arena would be the fifth SHL arena to go under water as the ice caps melt.

If the ice caps melt completely only HV71, Växjö and Leksand's arenas will remain above water. SHL hockey will look quite different by 2100 if it still exists.

As individuals we all have a responsibility to do what we can to help preserve our planet and save our ice. Some things we can do as individuals are to use renewable energy in our houses (available from Gävle Energi), walk or cycle instead of drive, when possible, and waste less stuff (food, water, energy, clothing).

FIRST TO GO UNDER RANKINGS

1. Luleå – COOP Norbotten
2. Frölunda – Scandinavium
3. Rögle – Catena
4. Oskarshamn – Be Ge
5. Malmö – Malmö Arena, Brynäs – Monitor ERP
6. Örebro – Behrn
7. Skellefteå – Skellefteå Kraft Arena
8. Linköping – Saab
9. Djurgården – Hovet
10. Färjestad – Löfbergs



Brynäs Idrottsförening 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 Monitor ERP Arena. Monitor ERP Arena was formerly known as Gavlerinken and was renamed this season as a result of a change in ownership of naming rights.

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

	17/18	18/19	19/20
Net Sales (millions)	155	158	160
Debt (millions)	167.7	162.0	175.6
Equity (millions)	14.1	15.3	16.1

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, Länsförsäkringar Gävleborg and Sandvik Coromant.

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).

Brynäs IF is 100% owned by its

members and is the parent company for Brynäs Arena AB (organisation number 556620-3609). We currently have 6924 members. The sector in which Brynäs IF operates is in activities related to sports clubs and sports associations. Brynäs Arena AB (BAAB) is a limited company that owns

and manages real estate, conducts conference and event activities, restaurant operations and kiosk sales, and related activities. In addition to ice hockey matches we offer our facilities for hire as a function and events centre with or without event management assistance depending on our customer's needs. Our beneficiaries

range from private and public companies, government organisations, non-government organisations and the general public. All these services are offered at Monitor ERP Arena in Gävle, Sweden. Details of the number of services and events we have provided in recent years are contained in the two tables:

SPORT

	Members	SHL home Games	SHL Audience	SDHL home Games	SDHL Audience
2017/2018	8976	29	157892	19	4930
2018/2019	6975	26	136008	18	4764
2019/2020	6924	26	152589 ¹⁾	20	4134

RESTAURANT AND EVENTS

	Functions and Events ²⁾	Participants	Restaurant Lunches	Lunch Patrons	Days serving school lunch	Number of lunches
2017/2018	24	43650	220	99700	178	93396
2018/2019	13	19600	245	92810	209	109647
2019/2020	7	13900	221	79300	182	113760

1) The last game of the season was played with no audience.

2) >100 people



Sporting Summary

SHL

SHL

The final game of the season was played without an audience due to the Covid 19 pandemic. The men's team did not qualify for the play-offs, but no play-offs were held due to Covid 19.



SDHL

Our women's team had two sporting goals this year which were to reach the top 4 in the table and to reach the quarter finals (although the team set themselves a goal to reach the semi-finals). Both these goals were achieved. Brynäs IF's SDHL team placed 3rd and were knocked out in the semi-finals. This was the first time in seven years our women's team qualified for the semi-finals.

JUNIORS

The season for our junior teams were not completed due to the pandemic. All three junior teams were still competing in the play-offs when the competition was cancelled.



CLUB RECORDS

Lara Stalder set a new club record with 42 + 29 = 71 points for Brynäs IF. Lara was also the first female player to win the coveted gold helmet awarded for the most valuable player as voted for by the players in the whole league. She was also one of the first players to join Brynäs historic first Black versus White match including female players.

In the club's internal points league **Anton Rodin** climbed to reach the top 20 with 202 (78+124) points. Top spot continues to be held by Tord Lundström who played for Brynäs 1963-1973 and 74-79. Two other

players climber up the rankings. Greg Scott rose from 45th to 32nd place and Jacob Blomqvist from 52nd to 47th place.



STARS MOVING ON

After six seasons, three of which were in a captain's role, **Jacob Blomqvist** has left Brynäs IF and will continue his career with Timrå IK. Jacob began his career with local club Gävle GIK and was captain of the silver medal team in the 2018/2019 season. He played 366 matches for Brynäs scoring a total of 127 points and 56 goals. We thank Jacob for his time in Brynäs and wish him all the best in his new team.

Other players leaving the club include **Lukas Zetterberg, Joacim Eriksson, Eric Norin** and **Joachim Rohdin**.

COACHING STAFF

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

RESULTS 2019/2020

Team	Result
SHL	11th place
SDHL	3rd place
J20	8th
J18	6th
U16	Quarter finalists



NHL DRAFT

Victor Söderström was selected in the first draft by Arizona Coyotes as the 11th ranked player. Victor started playing hockey for Skutskärs SK and came to Brynäs during 2015 in U16. Twenty five percent of the financial contribution received from the NHL has been forwarded to Skutskärs SK to further help the development of juniors in our region that come originally from many different clubs.



EARLY RETIREMENTS

Marcus Ersson's season was cut short when he received an accidental cut to his face from an opposition's player's skate. Marcus' eye was severely damaged from the accident.



JUNIORS BREAKING THROUGH TO SHL

Six of our juniors debuted in SHL this season. These six players were **William Alftberg, Oscar Birgersson, Abbe Broberg, Oskar Kvist, Alexander Ljungkrantz, and Sebastian Sundlöv.**

TALENT TO NHL

There were again many former Brynäs players in the NHL, a total of 12 this season.

INTERNATIONAL REPRESENTATION

We had several of our senior players represent Sweden or their own nationalities at international competitions. **Erika Graham, Emma Murén** and **Maja Nylén Persson** were selected to represent Sweden; **Sara Forster, Evelina Raselli** and **Lara Stalder** represented Switzerland; **Denisa Krisova** and **Katerina Mrazova** represented the Czech Republic; and **Georgina Farman** represented Great Britain.

During 19/20 the following players were selected for the Swedish junior national teams

Victor Söderström (J20), **Oskar Kvist** (U19), **Alexander Ljungkrantz** (U18), **Emma Forsgren** (U18) and **Felix Jansson** (U16). **Arvid Sundin** (U17) was also selected for a tournament but had to withdraw due to injury.

Governance

ELECTION COMMITTEE

The election committee for Brynäs IF consists of three men and no women. The election committee is selected from the members. There are currently no minority groups represented on our election committee.



Age Group	Number
<30	0
30-50	2
50+	1

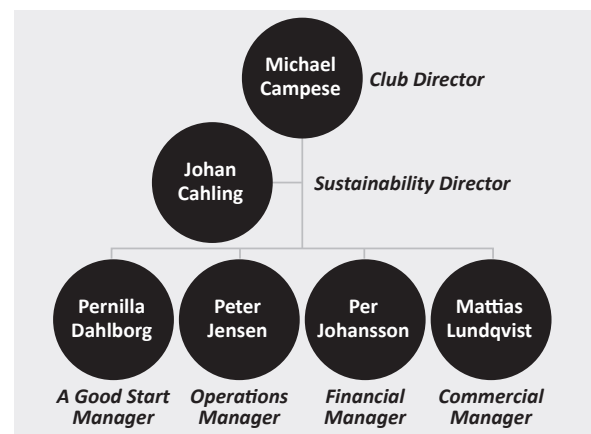
BOARD OF DIRECTORS

Our club is governed by an elected board of directors. Board members are put forward for election by an election committee consisting of three people. Each member serves a two-year term with half being re-elected each year at the AGM. The chair of the board is elected on an annual basis. All board members are non-executive and work on a pro-bono basis. There are currently no committees of the highest governance body operational and there is no committee responsible for decision making on economic, environmental, and social topics. Decisions on these topics are taken by the board.

There are 2 women and 5 men on our board. There are currently no members under 30 or any minority groups represented on our board.



Age Group	Number
<30	0
30-50	2
50+	5



SENIOR MANAGEMENT TEAM

During the 2019/2020 season a reorganisation of Brynäs IF took place in several stages. Our senior management team now consists of 6 people, five men and one woman.

Age Group	Number
<30	0
30-50	5
50+	1

EMPLOYEES

All the part-time workers were hired on a seasonal basis. Our volunteers work with ticket scanning at the entrances, as match officials and 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.

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

	Male	Female
Permanent	28	13
Part-time	108	188
Contractors/Temporary	153	188
Volunteers	60	30

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 Monitor ERP Arena, 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. Our scope 1 and 2 emissions are from our home arena Monitor ERP.

Our economic material topic is the same as for previous years and relates to our suppliers for both Brynäs Idrottsförening and BAAB.

For social topics we have continued to report on diversity and equal opportunity and discrimination. These two areas are necessary for us to achieve a club for everyone. 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.

This year we did not expand on our list of topics as our staff have all been furloughed reducing the amount of time available to gather necessary information.



Partners and Sponsors

MAIN PARTNERS

BAUER

BILBOLAGET

GÄVLE

**Länsförsäkringar
Gävleborg**

SANDVIK
Coromant

OFFICIAL PARTNERS

BILLERUDKORSNÄS

clockwork

GEVALIA

Gävle Energi

INTERSPORT®

OTHER PARTNERS

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

Glossary

A Good Start

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

Allsvenskan

Swedish Professional Hockey League below the Swedish Hockey League

BIF

Brynäs Idrottsförening

CTE

chronic traumatic encephalopathy

Covid-19

the disease caused by the new *coronavirus SARS-CoV-2* which has led to a global pandemic. *COVID-19* is an acronym for *coronavirus* disease 2019.

FHM

Folkhälsomyndigheten – Public Health Agency of Sweden

FIFA

Fédération Internationale de Football Association- International Federation of Association Football

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

Local or county governing body

IIHF

International Ice Hockey Federation

IOC

International Olympic Committee

Monitor ERP Arena

Brynäs IF's home arena

NHL

National Hockey League, American league which is considered the largest league in the world.

SDG

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

SDHL

Swedish Women's Hockey League

SHL

Swedish Hockey League

The Way In

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

UEFA

the Union of European Football Associations

UF

Ung Företagsamhet – Junior Achievement Sweden. An association that helps young people to become entrepreneurs.

UNICEF

United Nations International Children's Emergency Fund



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	38	
	102-2 Activities, brands, products and services	38	
	102-3 Location of headquarters	38	
	102-4 Location of operations	38	
	102-5 Ownership and legal form	38	
	102-6 Markets served	38	
	102-7 Scale of the organization	38	
	102-8 Information on employees and other workers	42	
	102-9 Supply chain	31	
	102-10 Significant changes to the organization and its supply chain	31	
	102-11 Precautionary Principle or approach	32	
	102-12 External initiatives	38	
	102-13 Membership of associations	38	
	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	14	
	102-17 Mechanisms for advice and concerns about ethics	14	
	102-18 Governance structure	42	
	102-40 List of stakeholder groups	12	
	102-41 Collective bargaining agreements	42	
	102-42 Identifying and selecting stakeholders	12	
	102-43 Approach to stakeholder engagement	12	
	102-44 Key topics and concerns raised	13	
	102-45 Entities included in the consolidated financial statements	38	
	102-46 Defining report content and topic Boundaries	43	
	102-47 List of material topics	43	
	102-48 Restatements of information	No restatements	
	102-49 Changes in reporting	No changes	
	102-50 Reporting period	2	
	102-51 Date of most recent report	2	
	102-52 Reporting cycle	2	
	102-53 Contact point for questions regarding the report	2	
	102-54 Claims of reporting in accordance with the GRI Standards	2	
	102-55 GRI content index	46-47	
	102-56 External assurance	2	

MATERIAL TOPICS

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omissions
Procurement Practices			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	43	
	103-2 The management approach and its components	43	
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	31	
Energy			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	43	
	103-2 The management approach and its components	43	
GRI: 302 Energy 2016	302-1 Energy consumption within the organization	32	
	302-3 Energy intensity	32	
Water			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	43	
	103-2 The management approach and its components	43	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource.	34	
	303-2 Management of water discharge-related impacts	34	
	303-3 Water withdrawal	34	
	303-4 Water Discharge	34	
	303-5 Water consumption	32	
Emissions			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	43	
	103-2 The management approach and its components	43	
GRI:305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	32	
	305-2 Energy indirect (Scope 2) GHG emissions	32	
	305-3 Other indirect (Scope 3) GHG emissions	32	
	305-4 GHG emissions intensity	32	
	305-6 Emissions of ozone-depleting substances.	32	
Diversity and Equal Opportunity			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	43	
	103-2 The management approach and its components	43	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	42	
Non Discrimination			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	43	
	103-2 The management approach and its components	43	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	30	

"I am sick of crawling towards a world of gender equality.

It's time to RUN"

Julia Gillard, Former Prime Minister of Australia

One people, One planet!