



# ***FREQUENTLY ASKED QUESTIONS***

**Brynäs IF**  
**Sustainability Report 2020–2021**



# WHAT IS THIS REPORT ABOUT?

This is the fourth sustainability report produced by Brynäs IF and it is a tool we use to guide our sustainability work and to provide transparency into the club. The report covers the entire operations of Brynäs IF for the financial year covering May 1<sup>st</sup>, 2020, to April 30<sup>th</sup>, 2021.

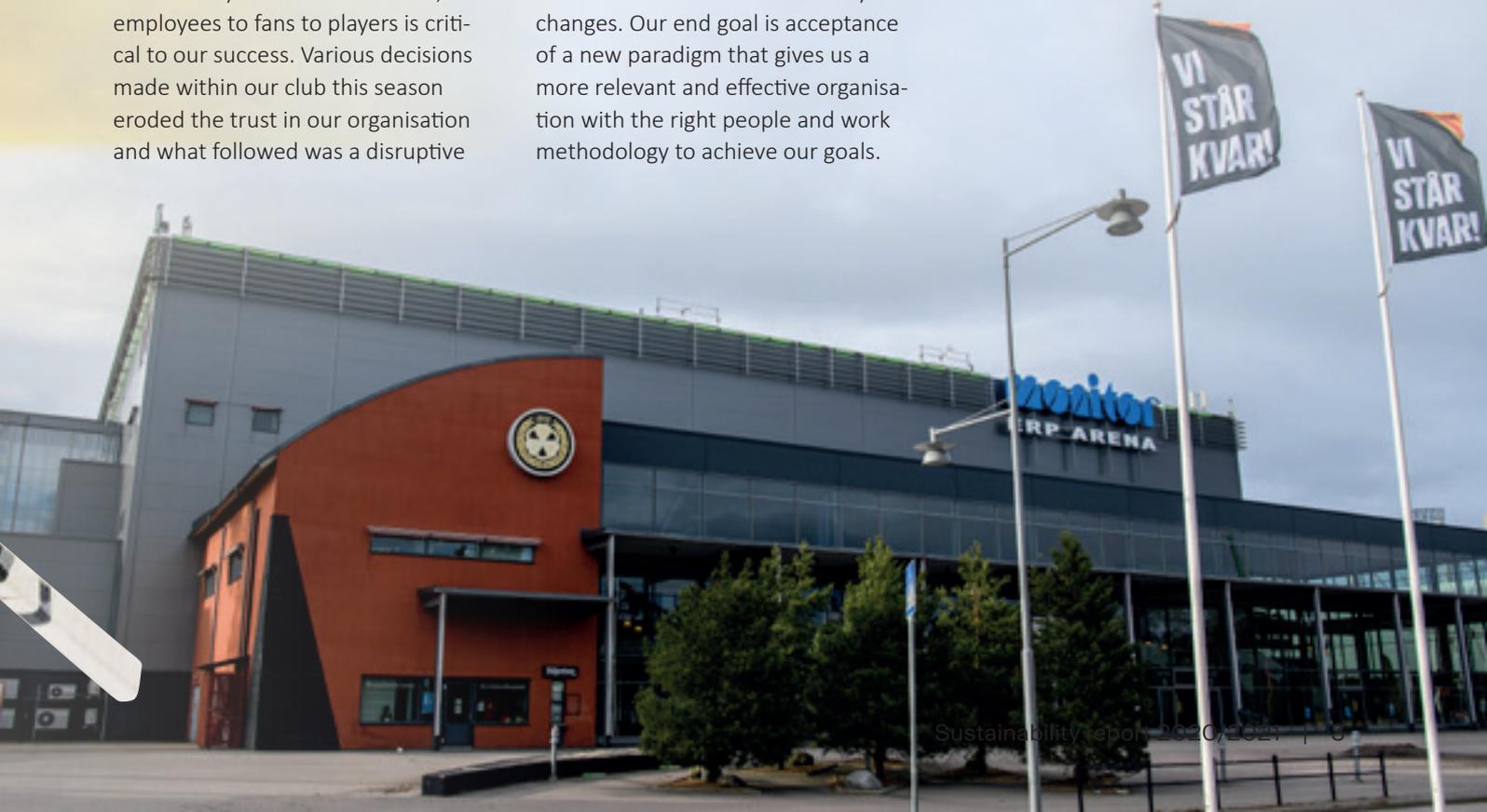
Included in our operation are our elite teams (SHL-Swedish Hockey League, SDHL-Swedish Women's Hockey League, J20 and J18), our restaurant and arena and our social responsibility group En Bra Start (*A Good Start*). The last report issued by Brynäs IF called the Power of the People was released in October 2020 and can be found on our website. The previous report covered the 2019/2020 season.

Trust is the cornerstone of any business and that includes ours, without it our operations would fall apart and the way we treat each other, from employees to fans to players is critical to our success. Various decisions made within our club this season eroded the trust in our organisation and what followed was a disruptive

season with a lack of teamwork and psychological safety for our hockey community. To continue playing hockey at the highest level we need a paradigm shift in our organisation because we have reached a crisis point whereby our whole organisation from the board and all the way through must change to survive.

This has been, and continues to be, a challenging phase for our club and in this report, we will be as transparent as possible within the boundaries of protecting our brand and the people whose livelihoods are affected by the changes. Our end goal is acceptance of a new paradigm that gives us a more relevant and effective organisation with the right people and work methodology to achieve our goals.

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. We have a goal to set up a stakeholder panel for assurance but have not yet been able to get this operational. If anyone has any questions regarding this report then please contact **Johan Cahling**, Director of Sustainability and Brand Management on 070-269-9927.



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# CAN A CRISIS BE A GOOD THING?

Letter from the Highest Governing Body  
by incoming Chair Magnus Kangas

**The chair for Brynäs IF stood down voluntarily at the end of the 2020/2021 season and was on sick leave and unavailable to write a letter for this report. The letter has therefore been written by incoming Chair Magnus Kangas.**

**Crisis is a catalyst** for innovation and progress.

It is a fact of life that if we are sitting comfortably that we are rarely motivated to change our habits. Henry Ford was spot on when he said, "If You Always Do What You've Always Done, You'll Always Get What You've Always Got." A crisis is like adrenaline for innovation and change resulting in barriers that were firmly entrenched suddenly being overcome and disappearing in a short time. We are in a unique position in Brynäs now to harness the crisis of the 20/21 season and use it to build a better and stronger Brynäs.

It is clear after this season that although we are strong in many parts of our operation, we have some areas where we really need to focus on in the coming years. Our sporting performance needs to be revitalised and lifted to meet the expectations of our fans and sponsors. Our values need to be applied and lived by everyone

in our club, no exceptions. We need a crisis management plan for incidents that can damage our reputation and brand. Most of all we need to change the way we work to bring out the best in all our people and to do so much better than what we have done in the past. Brynäs can, and will, do much better.

In the area of sustainability, we have been very successful to date. Our social operation, *A Good Start*, is world class, but there is more we can do to help the children in our region. Children are one of our strategic priorities along with minimising our environmental impact. Nearly all of our environmental goals were reached this season, ahead of schedule, due to the huge success of the new ice system put in place by Peter Jensen and his team. Nick Bird and the restaurant staff have continued to work on reducing food waste helping us aim for our goal to halve it by 2030. Erika Graham and the sports department have set

some clear goals for the Equality Journey including a fully professional women's team. It is time for us to combine all these areas into an overall strategic plan for sustainability and set up a system to measure and track our performance.

Challenges for the coming years fit in to four categories for us. Our economy must be stabilised, our work environment needs to be modernised to get the best out of our employees and to attract the best, we must reduce our climate impact to secure a future for our sport and it is critical that we do everything we can to minimise head injuries and improve player safety.

Finally, to turnaround the club we need to be honest about what is holding it back, look for ways to use our resources more efficiently, embrace our strengths, make it easy for our employees and stakeholders to be engaged, and most importantly we need to remember why we are here.

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# SHOULD WE QUIT OUR SUSTAINABILITY WORK AND FOCUS ON HOCKEY?

Letter from the Director of Sustainability, Johan Cahling

**Failure for us is not about making mistakes but rather about making mistakes and not learning from them. I am not going to talk about our past season and the crisis that occurred in our club but will focus on how we will pick ourselves up and move forwards from this point, thereby avoiding failure.**

Most of our fans, members and sponsors support our sustainability work but we continue to have a small vocal faction that loudly and frequently demand that we quit working in this area because climate change and social justice are not our responsibility and are causing us to lose hockey matches. To this I answer that in fact our failure has not been to work with sustainability but to not work enough with it, and to not work with it throughout our operations. We do not lose games because we are good in other areas, but we will win games when we excel in all areas. Ironically, it has been a lack of work with sustainability in our sports department that led us to the requalification. We did not provide a good work environment for players and staff, we have not done enough to secure the health and safety of our players, and we can do more to attract players and train the players of the future.

The belief by this minority that sustainability is behind our failures on the ice is a real threat to our club which could have devastating consequences for us. Most fans and sponsors now demand that sports clubs are more than just a club and there are financial consequences for not working with social and environmental topics. Commercial imperatives such as in-

vestment, innovation and reputational factors are driving the change globally to a green economy and this impacts our financial models too. Society's responses to the climate crisis are affecting the sponsorship landscape and redirecting investment preferentially to green clubs. The transition to a low carbon economy is happening fast and in sports as well as in the broader economy. Be fast or be last!

We are not working alone in this area, a few years ago we joined the UNFCCC Sports for Climate Action framework where we work together with sports organisations from all over the globe to beat climate change. Together with the business community we work with GRI reporting to be transparent and share ideas. Together with the whole world we are working towards achieving the UN Sustainable Development Goals to create a future for our children that is better than the one we are projected to leave them if we don't act. We are not working alone and have included a section in this report on what others in the sporting world are also doing to combat these threats.

Disruption from Covid 19 and Climate change are caused by the same drivers and as this season has shown can have a major impact on our operations. We had a season with virtually

no audience resulting in a massive loss of income, we had sick staff and players making it difficult to keep our operations going, and we have suffered in other seasons from water shortages to make ice and then in the upcoming season had our arena, gym and change rooms flooded resulting in another major financial blow that was linked by many experts to climate change. It is impossible at this point to say we are unaffected by climate change and that we have no responsibility to help fix it. Our own operations impact climate change through transport emissions and emissions from waste generation and consumption of goods. We have the ability to have a positive impact in our region through our work with children, which at the same time builds a fan base for us for future generations. Work in these areas is essential.

To finally answer the question at the start, no we should not quit our sustainability work, our survival depends on it and yes, we should focus more on hockey, but by using our sustainability tools together with our sporting expertise to get the best results. We need to revitalise our sports organisation and do it in a sustainable way, by doing this we will have more success on the ice and be more attractive to players in the coming years.

# Acknowledgements and Highlights

## Who should we thank?

In the tough environment we faced this season, we want to express our extreme gratitude to all the people who have stood by us in both the good and bad times. Many season ticket holders kept their tickets, in spite of never being able to watch a game in the arena, many sponsors continued to sponsor us, even if they were unable to access all their ben-

efits and if our sports results were not what we hoped for, and finally to all our fans who have remained loyal to Brynäs and who have continued to support both our club and our teams through a difficult period, we thank you all and appreciate your support.

## What were our Sustainability Highlights?

**100%**

of ice shavings recycled to make new ice

**49%**

reduction in water usage with the new ice system

**9.9**

tonnes of CO2 saved from school lunch waste

**95%**

of students involved in International Children's Day activities say they will continue to do good things for the environment.

**4**

episodes of digital Friendship Talks to reach children during the pandemic

**30%**

reduction in energy consumption with the new ice system

**1925**

views of digital PlayWeek on social media platforms.

**3/4**

Three out of four environmental goals exceeded and ahead of schedule.

**100%**

renewable energy.

# UN Sustainable Development Goals

## How did we work with the UN Sustainable Development Goals this season?

Each year at Brynäs we work towards the UN Sustainable Development Goals as described below.



**SDG 2 | No Hunger**  
As part of our celebration of International Children's Day we

used our brand to educate children regarding the number of children globally that do not have access to the food they need daily and how climate change impacts on food security and clean water for these children.



**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.

used our brand to educate children regarding the number of children globally that do not have access to the food they need daily and how climate change impacts on food security and clean water for these children.



**SDG4 | Quality Education**  
Even though we faced challenges caused by the pandemic, Alex and Kristian were able to connect with children digitally with *A Good Start* to continue to provide a calm and safe school environment where children could learn.

used our brand to educate children regarding the number of children globally that do not have access to the food they need daily and how climate change impacts on food security and clean water for these children.



**SDG5 | Gender Equality**  
We continue to work hard and drive forwards our gender equality work particularly with respect to

used our brand to educate children regarding the number of children globally that do not have access to the food they need daily and how climate change impacts on food security and clean water for these children.

women's and girl's hockey. Our equality journey will help us continue to shrink the gap between women's and men's hockey. There are proposals in place for next season to amend the club's by-laws to ensure women are included in the election committee which will hopefully lead to more women in leadership positions in the club in future.



**SDG7 | Affordable and Clean Energy**  
Monitor ERP Arena is powered and heated with 100%

renewable energy. Energy usage was greatly decreased through the final completion of the new ice system.



**SDG8 | Decent work and economic growth**  
We contribute to economic growth in our region by

using local suppliers and paying our taxes. We did fall short with this SDG in that our work environment for employees was not okay and this will be a focus area for us in the coming season.



**SDG10 | Reduced inequalities**  
All our activities within *A Good Start* continue to be open to everyone and at no cost.

used our brand to educate children regarding the number of children globally that do not have access to the food they need daily and how climate change impacts on food security and clean water for these children.



**SDG12 | Responsible consumption and production**  
We focused on SDG12 in the

schools this season, discussing with children the differences between wants and needs in what we purchase, and trying to only buy what we need. Our celebration of International Children's Day involved a pre-project with the schools where we encouraged the students to decrease their food waste to save resources and lower emissions from food waste.



**SDG14 | Life below water**  
We continue to reduce and eliminate our usage of single use plastics.

used our brand to educate children regarding the number of children globally that do not have access to the food they need daily and how climate change impacts on food security and clean water for these children.



**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.

used our brand to educate children regarding the number of children globally that do not have access to the food they need daily and how climate change impacts on food security and clean water for these children.

# UNFCCC SPORTS FOR CLIMATE ACTION

## What did we do to uphold our commitment to the UNFCCC Sports for Climate Change?

During the 2020/2021 season we took limited actions to address the framework due to strained resources caused by the pandemic. Our main activities involved education around reduced consumption and food waste in the schools. We were able to reduce our emissions from food waste together with children from our region as part of our activities leading up to International Children's Day. Our food waste challenge was able to save 9.9 tonnes of carbon dioxide in a week by 414 students showing the huge potential of emissions reductions from food waste in the community.

Our own climate impact was reduced by water and energy savings from our new ice system. We continue to issue an annual sustainability report to inspire other sports clubs and businesses to adopt sustainable practices for the environment. We were able to convert many of our fans to renewable energy.

Our sustainability report and the schools were the only places where we communicated for climate action this season. We have not yet used the power of our brand to influence our large fan base to take more climate action.

## Who else has committed to the UNFCCC Sports for Climate Change Framework?

Brynäs IF was the ninth signatory to the United Nations Sports for Climate Action framework. Over 200 sports organisations have signed up to the framework from clubs and sports associations that are large and well known to small local clubs all over the world. No club or association is too large or too small to join. Some of the better-known signatories include:

- International Ice Hockey Federation
- International Federation of Association Football (FIFA)
- International Ski Federation (FIS)
- International Floorball Federation
- Union of European Football Associations (UEFA)
- International Golf Federation
- Juventus
- World Sailing
- Formula 1
- Liverpool FC
- New York Yankees
- NFL Green
- La Liga
- Tottenham Hotspur Football Club
- LA Galaxy
- London Marathon Events
- Arsenal
- ATP Stockholm Open Tennis Tournament
- LA Kings
- Paris Saint-Germain
- National Basketball Association (NBA)
- World Rugby
- Biathlon Events Sweden
- All England Lawn Tennis Club (Wimbledon)
- International Olympic Committee

# CLUB INFORMATION



## WHO IS BRYNÄS IF?

**Brynäs Idrottsförening** (Brynäs IF) is a professional ice hockey club that was formed in 1912 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.

## What is the turnover for Brynäs IF?

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

|                             | 17/18 | 18/19 | 19/20 | 20/21 |
|-----------------------------|-------|-------|-------|-------|
| <b>Net Sales (millions)</b> | 155   | 158   | 160   | 125   |
| <b>Debt (millions)</b>      | 167.7 | 162.0 | 175.6 | 195.6 |
| <b>Equity (millions)</b>    | 14.1  | 15.3  | 16.1  | 35.8  |

Financial results were not good with an increase in debt and a loss of revenue. Equity was increased through the revaluation of our arena asset.



## What type of suppliers do we have?

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 2020/2021 season 100% of our expenditure went to local suppliers from a total 63.4 MSEK. This represents an increase in expenditure of 38.7%. We define local businesses as those with a sales office within Sweden. There were no major changes to suppliers during this financial year.

## Which sector does Brynäs IF work in?

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.

## Which External charters do we work with?

Brynäs IF works actively with the United Nations Sustainable Development goals, the United Nations 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 Municipality and our main partners, Bauer, Länsförsäkringar Gävleborg and Sandvik Coromant.

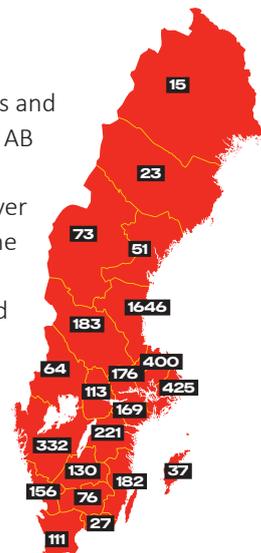


## Which associations does Brynäs IF belong to?

Brynäs IF is a member of several associations including The Swedish Ice Hockey Association (Svenska 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).

## Who owns Brynäs IF?

Brynäs IF is 100% owned by its members and is the parent company for Brynäs Arena AB (organisation number 556620-3609). Members for Brynäs IF are located all over Sweden. There is some uncertainty in the accuracy of the membership numbers presented in the diagram as we changed our membership system this season.



## What products did Brynäs IF offer during the season?

Each year we offer both entertainment and food services. The whole season was played with audience restrictions due to the Covid 19 pandemic.

### SPORT

|           | SHL home Games | SHL Audience | SDHL home Games | SDHL Audience |
|-----------|----------------|--------------|-----------------|---------------|
| 2017/2018 | 29             | 157892       | 19              | 4930          |
| 2018/2019 | 26             | 136008       | 18              | 4764          |
| 2019/2020 | 26             | 152589       | 20              | 4134          |
| 2020/2021 | 29             |              | 22              |               |

### RESTAURANT AND EVENTS

|           | Functions and Events (>100 people) | 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            |
| 2020/2021 |                                    |              | 218                | 43368         | 211                       | 109698            |

# VISION



# AND VALUES

## What are our vision and values?

*We create winners on and off the ice*

### Sport values

Hunger  
Pride  
Fellowship  
Engagement

### Club values

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

## Does Brynäs have a Code of Conduct?

Yes, we do. If there is one thing that has been heavily discussed this season it was the values and code of conduct for Brynäs. Here we have done some very good work but events during the season tested our code of conduct and revealed its weaknesses. What we learnt is that all our employees, including contractors must operate according to our code of conduct and that we must follow our own guidelines when there are breaches in the code of conduct. A revised code of conduct was issued in our previous sustainability report and is available to download at Värdegrund- Brynäs IF ([brynas.se](http://brynas.se)). A training plan was prepared for all staff to be rolled out during the season but what we had not anticipated was a global pandemic which prevented our training from going ahead.

## How do I report a breach in the Code of Conduct?

Details of our whistle-blower function can be found on our website under trygg idrottsmiljö (safe sports environment) Trygg idrottsmiljö- Brynäs IF ([brynas.se](http://brynas.se)). Alternatively, there is the option of using the Swedish Sports Confederations whistle blower function by contacting the sports ombudsman on **08-627 40 10**. E-post: [idrottsombudsmannen@rf.se](mailto:idrottsombudsmannen@rf.se).

## Should we win at any cost?

Many things did not go in the right direction for us as a club this season and it is fair to say that we placed winning above our values with what can only be described as having dire consequences for both our club and our community and led us to achieve the exact opposite by not winning either on or off the ice. Here we are referring to events that have occurred in our elite men's team where we placed our players in a bad situation which then had knock on effects into our community and club. Some poor decisions were made both by club leadership and within our men's team and we take responsibility for our part in the events that have transpired. So, where did we go wrong:

- 1 We failed to adequately address behaviours that were not aligned with our values.
- 2 We put a desire to win above our code of conduct.
- 3 We have been too slow to transition to a values-based club and have not clearly communicated and trained all staff and people within our club to operate from our values.
- 4 We have not created a healthy culture within our sports department with many people feeling and suffering the mental strain of an unhealthy work environment.
- 5 We did not have a crisis action plan in place that could be activated when necessary to protect all the people involved and the club and brand.

Out of every crisis however comes opportunity and with a new board and management team we will pave a way forward and create a club of winners both on and off the ice. More information to come in our next sustainability report. Our path forward will have a strong focus on **SDG8 – Decent work and economic growth** and **SDG3 Good Health and Wellbeing**.



# STAKEHOLDERS

Who are our stakeholders?



We engage our stakeholders through scheduled meetings and informal dialogues. Each department makes its own decisions for how and when to engage stakeholders.

## What concerns did our stakeholders have?

There have been many concerns from our stakeholders this season. We will be as transparent as possible with our stakeholder concerns but must at the same time protect our brand and be respectful to all individuals within the club. We therefore ask for some patience and tolerance as we try to sort out some of the issues we are currently trying to resolve and will be transparent when possible and appropriate.

1. Failure to uphold our duty of care for players, contractors, and staff by not providing a safe and secure work environment – Unions, players, members, staff, supporters.
2. Handling of the two players investigated for alleged criminal conduct
3. Number of foreign players in SDHL teams- media, sponsors, supporters
4. Sporting performance of the men's team – fans and sponsors
5. Various issues around club leadership including a lack of strategy, crisis handling, transparency, use of consultants, club finances – media, partners, fans, employees, members, influencers.
6. Insufficient focus on hockey within the club – some fans and sponsors

## How are we addressing these concerns?

**1** The Power of the People, particularly when it relates to the members of Brynäs IF, is strong. The failure to uphold our duty of care with regards to the work environment within Brynäs was taken care of by the members. Although club leadership was alerted to several incidents within the club throughout the season, they did not act on them in a timely and adequate manner resulting in a high staff turnover, sick leave for many of our employees and a loss of trust in the club leadership. The members chose a new board at the Annual General Meeting held at the end of the season. A new club director will be put in place during the 2021/2022 season. Brynäs can do much better than this and the members have demanded higher standards within the club.

**2** The incidents surrounding the accusations against two of our players highlighted a lack of a crisis management plan for situations like this within the club.

There are several possible scenarios regarding what happened and there is a responsibility to protect all parties until the legal investigations are concluded and the facts established. A failure to have a crisis management plan for this situation resulted in extensive damage to the Brynäs brand and those of the people involved. A proposal is in place to develop such a plan during the 21/22 season.

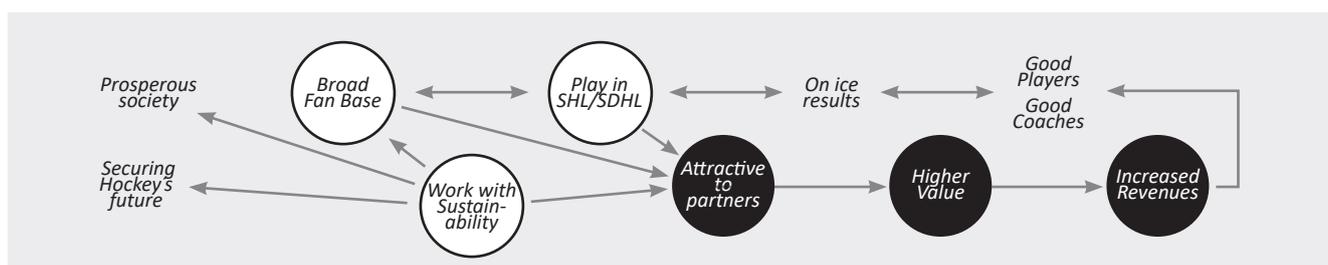
**3** We continue to build up our girls' hockey to provide us with a future stream of local players. This will take a few years before the results can be seen. We have set a goal for building a team with 75% local talent. In the meantime, it is important we provide girls with strong female role models including international stars.

**4** Much of the men's sports result is attributed to low morale and an unhealthy environment within the men's team. This has been

addressed by a reorganisation of the sports department and replacing staff in key positions.

**5** Club leadership has been addressed at the start of the 2021/2022 season by a club reorganisation and a new board of directors and a new club director. Many of the other issues will be addressed by the new board and club director during the 2021/2022 season.

**6** Hockey will always be at the core of our business. Areas such as *A Good Start* and Sustainability are necessary to secure the survival of the club and elite hockey. Where we have failed with this is to adequately communicate why we work in these areas and why they are necessary for a modern sports club. We also need to focus and lift our sporting performance so that we maintain the symbiotic relationship between hockey and sustainability.



# A GOOD START (EN BRA START)

## » How did A Good Start (En Bra Start) adapt to the pandemic?

Under normal circumstances we present a table with the number of attendees we have for all the activities within *A Good Start*. The Covid-19 pandemic has of course had a major

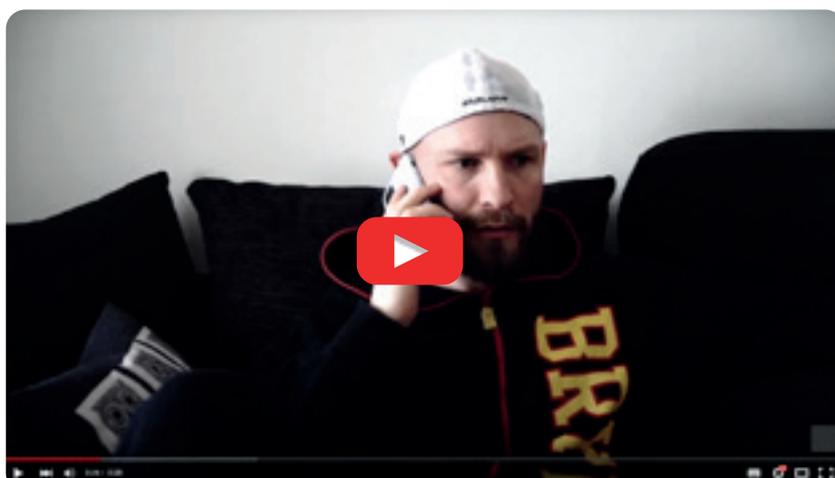
impact on how and which activities we have been able to run over the past 18 months. With many of our activities going digital, making participation difficult to measure, we will instead

talk about the changes we have made to be able to reach children during the pandemic and the opportunities we see going forwards to give all children in our region a good start in life.

## » Did A Good Start go digital?

Yes, it did. Kristian and Alex put together four sessions of friendship talks that children could watch both in schools and at home. Although we were unable to meet children during the pandemic it was important to maintain the connection with them especially as many children felt isolated and lonely. This was also a way to reach more children in the region and teach them about the Convention on the Rights of the Child.

One of the topics we covered was how the Corona Pandemic affected the environment at home for the children.



Were they having more screen time and moving less, were they fighting more with their siblings? Screen time is okay but not at the expense of being active. Children should aim to be

active at least one hour per day and all activity counts. Activity makes us healthier, helps us to sleep better at night and improves concentration in school.



*Kristian and Alex's  
Friendship talk:* [www.youtube.com/  
watch?v=sW9FvYluxzw](https://www.youtube.com/watch?v=sW9FvYluxzw)



*Kristian and Alex's  
Mother's Day challenge:* [www.youtube.com/  
watch?v=9Tmpl39\\_IGA](https://www.youtube.com/watch?v=9Tmpl39_IGA)

## » How else did we engage children in our region during the pandemic?

The pandemic threw some major challenges our way and at the schools we work with. However, as always, we saw opportunities to try some new things and reflect over our existing programs and come back with improved programs to give all children a good start in life.

One way we engaged children was through a weekly challenge. We did this together with the schools. On Mondays we set the children a challenge, something that helped them to be kind to others or to get them moving. The children then had a week to complete this challenge and on Fridays we put out a summary of the challenge so classes could see



what others had done. Some examples of the challenges set included:

- Mother’s Day Challenge – write something nice to one of your parents or carers and give it to them to make them happy.
- Dancers’ day – do a dance for 5 minutes or so with your class
- Winnie the Pooh Day – of the seven characters which one do you relate most to.
- Half snow day – go out in the snow and do something fun to show us before the snow melts.
- Write down how you travel to school each day during different times of the year.

## » How many children attended PlayDay during the season?

Zero, because it would not have been safe to gather so many children in one location during the pandemic. Again, opportunity called and instead of having PlayDay we expanded it to PlayWeek. Our goals for PlayWeek were the same, to get kids moving and to get them to try new things. As with our other programs we moved to a digital platform and our superstars Kristian and Alex showed kids in our area various activities they could do in and around town whilst at the same time having some fun with a mock-up competition between their home countries Sweden and Norway.

Some of the activities included a visit to the Sportotek, a place where you can go to borrow sports equipment, like a library but with sports gear instead of books. Using equipment from the Sportotek is great for the planet and makes sure we get more use out of our sports equipment



thereby saving precious resources. Alex and Kristian borrowed sleds from the Sportotek and went sledding in Hemlingby, where there are also ski tracks and ski slopes for people to use.

Other activities included an Active Quiz on the coastal walk (Kustleden) and hockey and figure skating on the ice outside of the town hall. It was too tough to call a winner at the end of the week with the true winners being everyone who got outside and got active.



*Mockup competition between Sweden and Norway:*  
[https://www.youtube.com/watch?v=t9B\\_9UGqNYc](https://www.youtube.com/watch?v=t9B_9UGqNYc)



*International Children's Day:*  
[https://www.youtube.com/watch?v=t9B\\_9UGqNYc](https://www.youtube.com/watch?v=t9B_9UGqNYc)



## » How did we celebrate International Children's Day during the pandemic?

The celebration of International Children's Day was carried out on a digital platform this year. Children's rights did not change because of the pandemic, so we thought it was important to still hold our celebration but in a way that was safe. Opportunity again meant that we could reach more children by having a digital celebration and so everyone who wanted to could join in.

The theme for this year was to be a good friend to ourselves, each other, and the environment around us. We need our environment to be

healthy otherwise our planet will not be healthy and then we will not be healthy. Over consumption is one thing that has a big negative impact on the health of our planet. Reducing consumption was a theme in our friendship talks and featured in our celebration of International Children's Day. Our challenges leading up to International Children's Day involved children reducing food wastage and reducing how much they consume by gaining an understanding of things we need versus things we want. Children in our region were able to

save 9,5 tonnes of carbon emissions in the challenge leading up to our celebration by decreasing the amount of food they waste from school lunches.

Other topics we discussed included using renewable energy, reducing electricity consumption, and saving energy through cycling or walking and taking shorter showers. Small things add up to big savings when a lot of people do the same things. We also discussed the Convention on the Rights of the Child.

## » What about the children outside of Gävle Municipality, how can they join A Good Start activities?

Preliminary steps have been taken this season for a regional expansion of *A Good Start*. This expansion is targeting an additional nine municipalities in Gävleborg and four in Uppland.

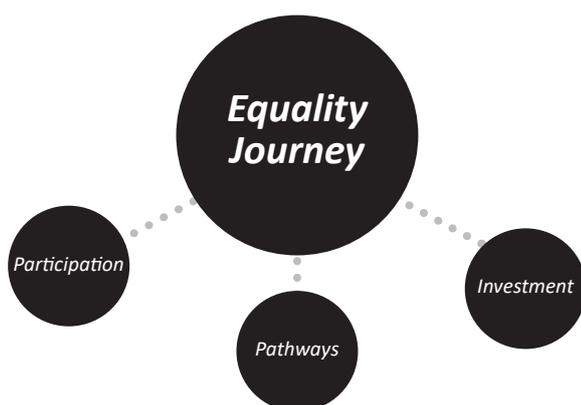
## » Can the Clean Jersey be cleaner?

Yes, it can. Whilst it is difficult to improve on what many would call perfection, we still thought it was possible to make the *Clean Jersey* even cleaner. So, we have taken away all the print on the jersey and left it with a sleek black outfit sporting iconic Brynäs shoulder prints and our symbol of pride, the club's emblem clearly visible on the front. Our jersey remains the symbol for our *A Good Start* program and for all the good work we do for children in Gävle and the surrounding region.

# GENDER EQUALITY

## What is the Equality Journey?

Gender equality means providing the same opportunities for all women and men throughout our organisation. We have succeeded in greatly improving conditions for women to play elite hockey within Brynäs and plan to continue this progress through a dedicated Equality Journey. The Equality Journey is about securing equal pathways, investment, and participation in sports for women and men in our club.



## How far have we come with women's hockey?

**We have made some excellent progress** and have plans to keep moving forward with women's hockey. Conditions for our female players continue to improve and the gap is shrinking between our two elite senior teams. Primary differences between the two teams are now mainly in investments and pathways. Our women's team remains semi-professional with most players being offered shorter contracts (less than 12 months) compared to the men's team. Support staff around our women's team is less than for our men's and is improving as we secure more partners for our Equality Journey. Increased investment will also allow us to increase the value of contracts that we offer our female players and will lead to full time professionalism. Investment streams for the women come from sponsors, media rights and match attendance.

There are two main pathway differences for women in our club compared to men. Firstly, the female players do not have the opportunity to play in Elite Junior teams. We will take our first step with addressing this in the coming two seasons. Secondly, our female players cannot be full time professionals but as mentioned we are moving in this direction as we secure the funding required.

## What are the plans for women's hockey in Brynäs IF?

Currently we are building up our local player base within women's hockey. We have an on-going cooperation with Sandviken's IF and a newly started hockey gymnasium for girls. Five girls were enrolled in our LIU gymnasium programme during the season and next year's intake has been increased to 8 players. Next season we are starting up a junior's training squad for girls with a goal to have a girl's Junior team in the 22/23 season.

We also would like a move towards longer contracts for our female players aiming to have all players first on ten-month contracts and ultimately on 12-month contracts which is what male players are offered. We are able to improve on this as investment in our women's team increases.



## Do both elite teams have the same access to resources?

Both our women's and men's teams have equal access to equipment through our partnership with *Bauer*. Every player receives the equipment necessary for them to play at an elite level and both teams have good access to ice times and gym facilities.

### What are the goals for the Equality Journey?

- 1 A full-time professional Brynäs IF team
- 2 75% of players from the region
- 3 Equal pathways
- 4 An average audience attendance of 2000 per game
- 5 A self-supporting women's operation with enough income to flow into other operations within the club such as youth hockey.
- 6 At least one national title

## What media exposure do the women receive?

*SDHL* and *SHL* teams both get excellent media coverage through our own channels and external media services.



## Interested in joining the Equality Journey?

We are currently looking for more partners that can help us reach our goal of a fully professional women's team. If you are interested in joining us on this journey, please contact **Johan Cahling** +4670 269 99 27 or **Jakob Westerlund** +4676 813 00 01 for details.

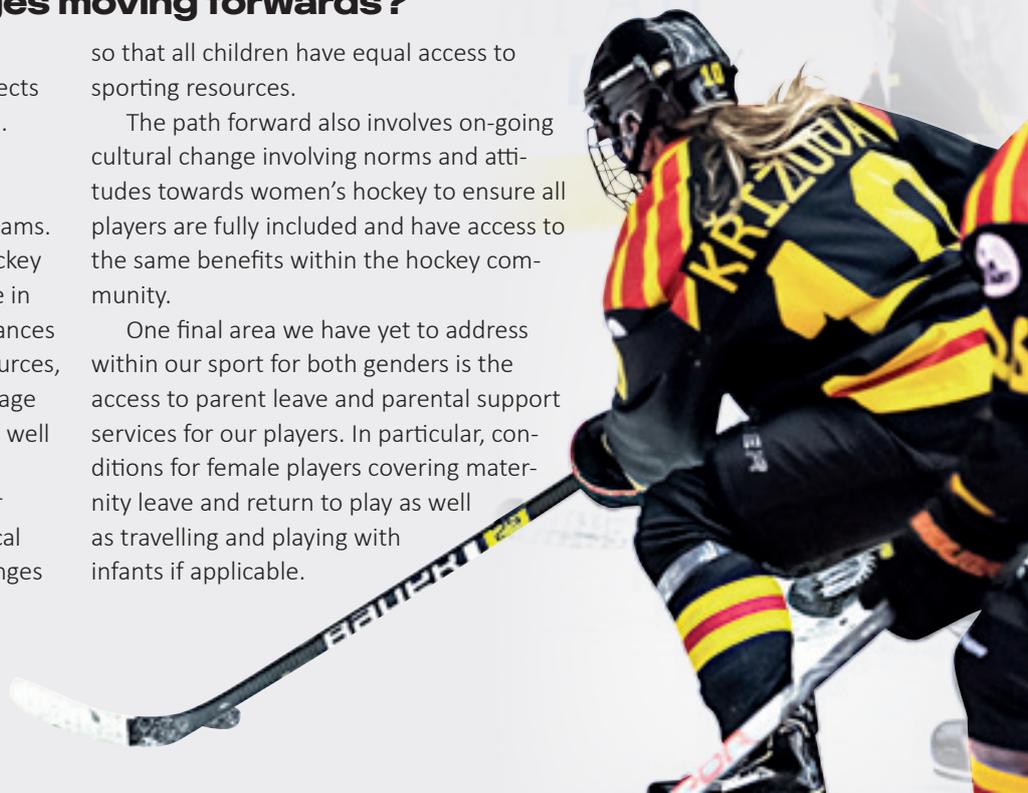
## What are the challenges moving forwards?

The success of our women's team and Equality Journey is having knock on effects to the hockey community in our region. Many clubs are seeing increases in the number of girls playing hockey and will soon be able to form their own girl's teams. Here we need help from our whole hockey community because, whilst an increase in teams is great, under current circumstances it is starting to strain the available resources, in particular ice rinks, leaders, and storage areas, for hockey clubs in our region as well as our own operations. Going forwards we will need to work together with our local ice hockey association and the local municipality to help solve these challenges

so that all children have equal access to sporting resources.

The path forward also involves on-going cultural change involving norms and attitudes towards women's hockey to ensure all players are fully included and have access to the same benefits within the hockey community.

One final area we have yet to address within our sport for both genders is the access to parent leave and parental support services for our players. In particular, conditions for female players covering maternity leave and return to play as well as travelling and playing with infants if applicable.





# ENVIRONMENTAL PERFORMANCE

Being an unusual season, we have limited our environmental parameters for this report and were unable to calculate intensities due to audience restrictions. Next year we hope to be back to reporting at previous levels.

| Energy                       | Water                                       | Emissions     |
|------------------------------|---|---------------|
| District Heating<br>0.66 GWh | Municipal 7200 m <sup>3</sup>               | Scope 1- zero |
| Electricity 2.49<br>GWh      | Recycled 5000 m <sup>3</sup><br>(estimated) | Scope 2- zero |
| Total 3.15 GWh               |   |               |

## How did the new ice system turn out?

**Score!** Three goals to Brynäs! The ice system was completed during the summer break of 2020 and was ready to go for this season. Three of our environmental 5-year goals set in the 2017/2018 season were dependent on the success of the new ice system. These three goals were to:

- 1 Reduce water usage by 5%
- 2 Reduce district heating by 25%
- 3 Reduce electrical energy by 10%

**All 3 Goals were exceeded and achieved ahead of schedule!!** Percent reductions were calculated by comparing to an average for the past three seasons.

| Water        | Heating      | Electricity  |
|--------------|--------------|--------------|
| Target 5%    | Target 25%   | Target 10%   |
| Achieved 49% | Achieved 32% | Achieved 29% |

## Guess where we found plastic?

Recycling water through an ice pit has alerted us to an environmental issue from our operations that we were not aware of. We have discovered a large amount of plastic in the ice shavings that we now remove with filters from the ice pit. This plastic was previously dumped in nature with the ice scrapings.

## When did we unleash the Power of Brynäs?



On September 18<sup>th</sup>, 2020, the earth trembled, and a new force was felt around the country as Brynäs launched its very own *Brynäskraft* (Brynäs Power)! Brynäs Power is a new initiative launched together with one of our main partners Gävle Energi and involves converting as many of our fans and supporters as possible to 100% renewable energy, regardless of where they live in Sweden. Studies have shown that Brynäs has around 500,000 sympathisers in Sweden so imagine the possibilities for Brynäs Power. Each household connecting to Brynäs Power is a win for the environment. More people connecting to renewable energy means more investment in green energy which typically leads to lower prices which is a win for customers. More customers is a win for our partner Gävle Energi and an investment in 100-300 Swedish crowns to Brynäs for each new customer on renewable energy is a win for Brynäs too. That's a lot of winners and shows we can create winners on and off the ice. The campaign has no end point, and we encourage as many of our fans as possible to sign up for Brynäs Power.

## What type of energy does Monitor ERP Arena use?

Monitor ERP arena continues to operate on 100% renewable energy. Our energy mix for 2020 consisted of 47% bioenergy, 46% hydropower, and 7% wind power.

## What is water used for in Monitor ERP Arena?

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 58% compared to last season and 49% compared to the average for the prior 3 years. We estimate that we are now

recycling approximately 5000 cubic meters of water or around 40% of our total usage but will have a clearer understanding of the amount when our operations return to normal.

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.

## What Emissions does Brynās IF have?

Our operations have zero scope 1 (direct) and scope 2 (from purchased electricity and heat) emissions. We did not calculate Scope 3 emissions this season as it was such an unusual season with the cancelling of the Junior competitions and many games rescheduled in the men's and women's competitions and a lack of events. Any data would not be representative when looking at trends going forwards.

Next season we hope to begin on a journey to start working more actively with emissions reductions and will formulate a strategy to do this. We have only scope 3 emissions but here we will aim to be net zero by 2050 to meet the Paris Agreement. More to come in the next report!

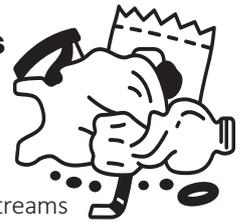
## How has the restaurant worked with sustainability this year?

This year in the restaurant we have continued our focus on reducing food waste primarily from our school meals. To do this we had a project with a three-pronged approach:

As a result of this food waste was reduced by approximately 25% resulting in a total reduction of 1.3 tonnes of food waste and lower carbon emissions to the atmosphere. Food waste is one of the larger sources of carbon emissions and one that we can all help to decrease.

| Meals   | Quantity   | Waste   |
|---|--|---|
| We asked the children what meals they like to eat | We encouraged children to take smaller portions and go back for more rather than take large portions at the start. | We measured the waste and worked towards a goal, rewarding the children when they reached it. |

## How much waste does Brynās IF produce?



The waste produced at Monitor Arena during the 2019/2020 season is listed in the table. A couple of figures for waste streams were unavailable but we estimate a reduction of around 25% for these. Full comparisons will not be made for this season due to the limitations on our operations during the year.

| Waste (t)                          | 17/18 | 18/19 | 19/20 | 20/21  |
|------------------------------------|-------|-------|-------|--------|
| Carton Board                       | 4.64  | 4.1   | 7.86  | 3.60   |
| Office paper                       |       |       | 90 kg | 190 kg |
| Combustibles                       | 56    | 48.7  | 14.1  | 18.6   |
| Glass                              | 5.64  | 5.24  | 7.8   | 2.0    |
| Compostable                        | 13.1  | 14.5  | 13.7  | -      |
| Fats and Oils                      | 16.1  | 16.9  | 15.9  | 12.1   |
| Metal                              | 1.5   | 0.8   | 11.1  | 1.9    |
| Plastic                            |       |       | 45 kg | 165 kg |
| Office electronics                 |       |       | 72 kg | 132 kg |
| Dangerous Goods <sup>1</sup>       |       |       | 84 kg | -      |
| Mixed household waste <sup>2</sup> |       |       | 6.0   | -      |

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

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

## 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.





# What is everyone else in

## NHL GREEN

NHL does quadrennial sustainability reporting for the whole league with two already issued in 2014 and 2018. Working primarily with 4 of the UN Sustainable Development Goals, SDG3 – Good Health and Well Being, SDG4 – Quality Education, SDG5 – Gender Equality, SDG6 – Clean Water and Sanitation, SDG10 – Reduced Inequalities (including hockey for everyone, HBTQI and diversity). Brynäs is also working actively with 4 out of five of these same goals (plus a few more).

Promotion of sustainable lifestyles and education of fans regarding the impact of climate change on hockey ([NHL Green Outdoor Hockey | NHL.com](#)). Individual clubs are also working for a more sustainable future, for example, the Anaheim Ducks are recycling water, using LED lights, have switched to electric vehicles and have drought resistant landscaping around their arena. The San Jose Sharks recently switched to a new refrigerant that is more climate friendly in that it does not deplete ozone and has a low global warming potential (GWP).

## UEFA

UEFA is serious about its responsibility regarding both social and environmental impacts on the planet. In

2021, during the European under 21's championship, they launched their Cleaner Air, Better Game campaign to help reduce the number of deaths in Europe attributed to air pollution. Through this campaign they hoped to encourage everyone from players to clubs to fans to help reduce their own emissions. Bicycles were made available during the event to encourage people to cycle to events instead of driving and host countries' (Hungary and Slovenia) national associations have committed to planting trees to trap carbon pollution.

In 2020 they announced support for the European Climate Pact pledging to use the power of their brand to inspire more people to take actions to save the planet. They have a goal to make all Champions League and their other events carbon neutral.

## JUVENTUS

Annual sustainability reporting since 2013. Two hundred new trees planted for every goal scored. First Italian soccer club to sign the UNFCCC Sports for Climate Action Framework and the 150<sup>th</sup> signatory (Brynäs was 9<sup>th</sup>). 100% of purchased energy is renewable and scope 1 and 2 emissions are measured (Monitor ERP Arena operates on 100% renewable energy and Brynäs has zero scope 1 and 2 emissions). Extensive work with

children with a focus on playtime, education, and social inclusion.

## NBA GREEN

([NBA Green - NBA Green](#)) Raising awareness among fans regarding energy waste ([NBA + NEEF | NEEF.neefusa.org](#)). Signatory to UNFCCC Sports for Climate Action Framework. Partnership with the Green Sports Alliance to generate awareness and funds for protecting the environment.

The NBA operates several social programs including promoting mental health, getting people moving and active, and health and safety. Their social programs focus on diet, sleep, exercise, managing stress and how to be a good teammate.

## RÖGLE BK

Rögle was the first hockey club to sign the UN Global compact, which is a global pact for businesses to adopt sustainable and socially responsible policies and report on their implementation ([Rögle BK | UN Global Compact](#)).

Social focus areas in the club include health and movement, reducing long term unemployment in the local society and inclusion.

On the environmental side Rögle work with reducing food waste from all food services (a major contributor to carbon emissions globally), teach-



CLIMATE  
PLEDGE  
ARENA



Riksidrottsförbundet



# the sports world doing?

ing pre-schoolers about trash in the environment and how to minimise it, educating all staff, leaders, and others active in the club about environmental sustainability, and holding green events.

An increasing focus on sustainability in Rögle coincides with increasingly good results on the ice.

## THE SWEDISH SPORTS CONFEDERATION (RIKSIDROTTSFÖRBUNDET)

The Swedish Sports Confederation believes that sustainable development means that we must take responsibility for the environmental impact and contribute to public health, democracy, inclusion, people's autonomy, and a healthy economy. Together with SISU they have compiled a Sustainability Policy for sport in Sweden ([policy-for-en-hallbar-svensk-idrottsrorelse.pdf \(rf.se\)](#)). Focus areas include elimination of fossil fuels and responsible consumption of metals, sustainable use of all materials, supporting important ecological systems in nature, everyone's right to access and participate in sports, the development of people and clean sport.

## MANCHESTER UNITED

Manchester United have both Environmental and Sustainability

● policies for their club. They have ● environmental focus areas contributing to biodiversity, minimization of ● pollution to land, air and water for all ● club activities, a renewable energy ● strategy and rainwater harvesting ● and water conservation activities. All ● suppliers to the club are monitored ● for environmental performance ● and must sign declarations covering ● human trafficking and modern ● slavery. The club maintains its ● environmental performance through ● its ISO 14001 environmental management system. ISO 14001 is a standard ● used internationally for best practices ● for organisations that want to reduce ● their impact on the environment ● through sound management systems.

## ARSENAL

● Arsenal amongst other achievements ● topped the Premier League ● Sustainability Table. Since 1999 they ● have planted 29,000 trees at their ● training facility in London. Together ● with a local brewery they have ● implemented a reusable cup system ● at their events for beer and soft ● drinks. To date they have reduced ● their usage of single use cups by ● 320,000 (approximately 20,000 per ● game) through this scheme. Arsenal ● has an action plan to stop on-line ● abuse of players and staff that is ● greatly supported by their fans. The

● plan includes sanctions, identification ● of abusers and a reporting system ● for the public to use. On the ● environmental side Arsenal recycles ● water at their training facility to water ● the pitch, does not use any single use ● water bottles at their training ground ● and invests in renewable energy and ● energy saving initiatives.

## CLIMATE PLEDGE ARENA – NHL & WNBA

● Climate Pledge Arena in Seattle is ● due to open in October 2021 and will ● be the home of newly formed NHL ● team Seattle Kraken and WNBA team ● Seattle Storm. The arena is named ● after the climate pledge, which calls ● on its signatories to be net carbon ● zero in line with the Paris Agreement. ● There are four environmental goals ● set for Climate Pledge Arena:

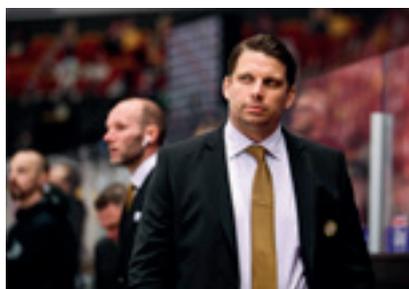
- 1. A carbon zero arena
- 2. Zero single use plastic
- 3. Water conservation (including ice made from rainwater harvested from the roof)
- 4. Zero waste

● Climate Pledge Arena is designed ● to be the most progressive and ● sustainable sports arena in the world ● with the aim to remind people of the ● urgent need for climate action by ● everyone.

# SPORTS SUMMARY

## How did we do on the sporting side?

Our sporting results this year were once commented on in a local newspaper as heaven and hell, and this seems to be a pretty accurate assessment of both the performance and experiences of players in our two elite teams. Our Junior Operations were heavily affected by Covid-19



### SHL

On and off the ice it was a turbulent year for our men's team resulting in a requalification for Brynäs against HV71. Two clubs with many years' experience played for the last spot in SHL, only 4 years after meeting each other in an SM final. It was a game that nobody really won although Brynäs secured the final spot in SHL and HV71 was relegated to HockeyAllsvenskan.

Operations were shut down twice during the season because of Covid 19 outbreaks and the team never managed to get its rhythm going. Newly appointed coaches were unable to bring the best out of a talented line-up throughout the season, even with the help from a psychological performance coach. All three coaches have subsequently ceased their working relationships with Brynäs.

Clearly this season has highlighted

a need to lift our men's operations to remain a top team in SHL. First steps have been taken through the hiring of **Mikko Manner**, successful in the Finnish National League and Assistant trainer to the Finnish National Team who was hired by temporary Sports Manager **Josef Boumedienne**.

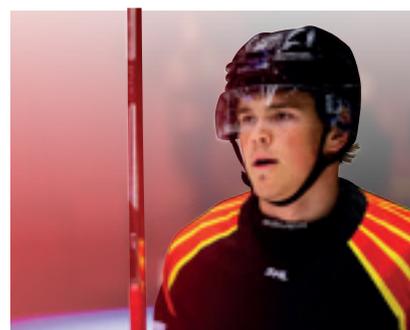
Overall, we need to do things differently in every area of our men's operation because if we keep doing what we've always done we will keep getting the same result that we have always got in recent years, and that is not the Brynäs way.



### SDHL

Our women's team had a great season coming second in the series and bringing home a silver medal. **Lara Stalder** won the points league for the second year in a row and centre **Katerina Mazrova** won the coveted Gold Helmet for the league's most valuable player. Fourteen

players in our team represented their countries in international meets, seven of these for Sweden.



### JUNIORS

Covid 19 hit the whole Swedish hockey community hard, and the impact was felt particularly by our junior operations which shut down in November and the remainder of the season was never played. The Juniors were able to continue training under modified conditions to meet the Covid restrictions.

Although we don't have enough female players to build Junior teams yet, our girls hockey gymnasium program got up and running with five players studying and training hockey and a further eight enrolled for next year. During the 20/21 season a squad of Junior players will begin training together with the aim of forming a women's junior team in the 2022/2023 season.



**WERE ANY BRYNÄS PLAYERS PICKED IN THE NHL DRAFT?**

Three of our players were picked in the NHL draft; Noel Gunler (Carolina Hurricanes), Alexander Ljungkrantz (New York Islanders), and Viktor Persson (Vancouver Canucks).



**DID ANY JUNIORS GET THE CHANCE TO TEST THEIR SKILLS IN SHL?**

Six of our Juniors had the opportunity to test their skills in SHL this season. These were: Adam Dahlström; Hugo Lindman Gustafsson; Oskar Kvist; Alexander Ljungkrantz; Viktor Person; and Calle Westerlund. Several other Juniors were loaned out to teams in Division 1, most notably local club Strömsbro.



**WERE THERE ANY FORMER BRYNÄS PLAYERS IN THE NHL IN THE 20/21 SEASON?**

There were 13 former Brynäs players that played games in the NHL during the 2020/2021 season. These were:

- **Adam Boqvist** – Columbus Blue Jackets
- **Jesper Boqvist** – New Jersey Devils
- **Nicklas Bäckström** – Washington Capitals
- **Lucas Carlsson** – Chicago Blackhawks
- **Christian Djoos** – Detroit Red Wings
- **Jonas Johansson** – Buffalo Sabres / Colorado Avalanche
- **Calle Järnkrok** – Nashville Predators
- **Johan Larsson** – Arizona Coyotes
- **Oskar Lindblom** – Philadelphia Flyers
- **Elias Lindholm** – Calgary Flames
- **Jacob Markström** – Calgary Flames
- **Jakob Silfverberg** – Anaheim Ducks
- **Victor Söderström** – Arizona Coyotes

**HOW MANY BRYNÄS PLAYERS REPRESENTED THEIR COUNTRIES?**

There were 20 Brynäs players that were selected for national teams with the majority representing Sweden at junior and senior levels. Sweden did not play any international tournaments for women during the 20/21 season due to Covid cancellations, although many of our players were selected for training camps and so are included in the lists.

**SWEDEN (SENIORS)**

- **Josefin Bouveng**
- **Samuel Ersson**
- **Emma Forsgren**
- **Ellen Jonsson**
- **Emma Murén**
- **John Nyberg**
- **Maja Nylén Persson**
- **Hanna Thuvik**
- **Linus Ölund**

**SWEDEN (JUNIORS)**

- **Noel Gunler**
- **Joel Holmli**
- **Oskar Kvist**
- **Arvid Sundin**

**OTHER NATIONS**

- **Sara Cajanova** – The Czech Republic
- **Denisa Krizova** – The Czech Republic
- **Rosa Lindstedt** - Finland
- **Anna Meixner** - Austria
- **Katerina Mrazova** – The Czech Republic
- **Lara Stalder** – Switzerland
- **Samuel Solem** – Norway



# Employees

## What level was Staff Turnover this year?

Staff turnover was extremely high during the season because of voluntary departures, redundancies, and terminations. There were also several cases of long-term sick leave. In addition to the high staff turnover, employees were furloughed and had salary reductions. Many part time contract positions were not filled which also impacted our overall staffing levels. At the end of the season there was no Chair, Club Director, or Sports Manager. Many employees reported high stress levels because of an unhealthy work environment.

|                                  | Number |
|----------------------------------|--------|
| Voluntary Departures             | 4      |
| Redundancies                     | 13     |
| Other Terminations               | 3      |
| Long term sick leave (non-Covid) | 4      |

## Do all employees have access to collective bargaining?

Yes, 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.

## Were there any reports of discrimination this season?

There were no official reports of discrimination this season, but we will continue to work with our values to minimise the chances of incidents occurring.

## Were there any Organisational Changes this season?

Several organisational changes were made concerning staff within our club throughout the season including redundancies, furloughing of staff and structural changes. These changes were often done at short notice and not involving unions or employees. There are legal requirements in Sweden regarding organisational changes. In many cases these have not been followed. Many consultants were used at the end of the season whilst the salaries of existing staff were greatly reduced. This had a very demoralising effect on some of our staff. This was not okay and cannot be the normal way for us to do business. In future all organisational changes must follow Swedish law and procedures.

## How many employees do we have?

All the part-time workers were hired on a seasonal basis for part-time work. 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. There were dramatic decreases in all but our permanent staff.

|                       | Male | Female |
|-----------------------|------|--------|
| Permanent             | 29   | 9      |
| Part-time             | 15   | 75     |
| Contractors/Temporary | 47   | 77     |
| Volunteers            | 10   | 5      |

## How diverse are Brynäs employees?

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.

# Governance

## WHO IS IN THE HIGHEST GOVERNANCE BODY FOR BRYNÄS?

The highest governance body within Brynäs IF is the Board of Directors: Jurgen Lorenz (Chair), Peter Bergström (Vice Chair), Joakim Carlsson, Malin Eriksson, Per Johan Johansson, Ulrika Spåls, Mats Östling (Ordinary Members)

## HOW DIVERSE IS THE BRYNÄS BOARD?

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

| Age Group | Number  |
|-----------|---|
| <30       | 0   |
| 30-50     |  |
| 50+       |  |

## HOW ARE BOARD MEMBERS CHOSEN?

Board members are nominated by either other members or the election committee (comprising of 3 members). All nominees are presented to the members by the election committee along with their recommendations. At the AGM members vote and the chosen board members then serve a two year term with half being re-elected each year.

## HOW IS THE CHAIR OF THE BOARD

**SELECTED?** Proposals for a Chair can be put forward by members or more commonly by the election committee. Each Chair is elected for a period of one year and is chosen by the members at the AGM.

## WHAT REMUNERATION DO BOARD MEMBERS RECEIVE?

All Board Members are non-executive and work on a pro-bono basis. Each member receives two season tickets as part of their board work.

## HOW IS THE ELECTION COMMITTEE

**SELECTED?** The election committee is selected by the members at the AGM for the following season.

## WAS THE SUSTAINABILITY PERFORMANCE OF THE HIGHEST GOVERNANCE BODY EVALUATED?

There is currently no formal evaluation for the performance of the Board of Directors regarding governance of environmental and social topics. Economic evaluation is done through a certified financial auditing firm and the financial results are presented each year at the Annual General Meeting which is open to all members. General performance of the board is evaluated by the election committee and influences their decision to put forward board members for re-election at the AGM. There are currently no committees operating that are responsible for decision making on economic, environmental, or social topics, nor is there a process for delegating authority on these topics to senior executives or other employees.

## WHO WAS ON THE SENIOR MANAGEMENT TEAM THIS SEASON?

The senior management team was changed frequently throughout the season, and it was unclear at the end of the season who was on it other than two consultants.

## WHAT IS THE RESPONSIBILITY OF THE BOARD?

Between the Annual General Meetings, the Board is the club's decision-making body and is responsible for the club's operations. The Board appoints a company board within wholly owned subsidiaries and appoints representatives in partly owned companies.

Within the framework of the by-laws and the Swedish Sports Confederation's and the relevant Swedish Ice Hockey Association's by-laws, the board is responsible for the club's activities according to established plans and safeguards the members' interests.

It is the responsibility of the Board in particular to:

- **ensure** that the laws and binding rules applicable to the club are followed
- **execute decisions** made at the Annual General Meeting
- **present the Annual Report** with the income statement and balance sheet to the club's Annual General Meeting as well as the business plan and budget for the coming financial year
- **be responsible** for and manage the club's finances
- **ensure** that planning, management and follow-up takes place within the club

- **hire a Club Director**
- **submit accounts**, etc. to the auditors in accordance with item § 29 of the club's by-laws
- **in special circumstances**, issue regulations and guidelines regarding the Board and Club Director's work

The Chair is the club's official representative. The Chair leads the Board's meetings and work. In the event of the Chair's resignation, the Vice Chair takes their place. In other respects, the areas of responsibility are distributed among the Board Members according to decisions by the Board.

# 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 implemented a new ice system that allows us for the first time to recycle some of our water at Monitor ERP arena. 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

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**BAUER**



## Official Partners

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**BILBOLAGET**



## Other Partners

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

# GLOSSARY

## **AGM**

Annual General Meeting

## **A Good Start**

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

## **BAAB**

Brynäs Arena AB, wholly owned subsidiary of Brynäs IF

## **BIF**

Brynäs Idrottsförening

## **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.

## **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, Gävle Municipality

## **HockeyAllsvenskan**

Second highest professional hockey league in Sweden

## **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

## **UEFA**

The Union of European Football Associations



# GRI CONTENT INDEX

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|   | 102-46 Defining report content and topic Boundaries                 | 3, 30                        |           |
|   | 102-47 List of material topics                                      | 30                           |           |
|   | 102-48 Restatements of information                                  | No restatements              |           |
|   | 102-49 Changes in reporting   | No changes                   |           |
|   | 102-50 Reporting period   | 3                            |           |
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## MATERIAL TOPICS

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|   | 103-2 The management approach and its components               | 30                           |           |
| <b>GRI 406: Non-discrimination 2016</b>         | 406-1 Incidents of discrimination and corrective actions taken | 28                           |           |



***THE THINKING  
THAT GOT US INTO  
THE CRISIS WON'T  
GET US OUT OF  
THE CRISIS!***