



# ***WE ARE CHANGE***

**Brynäs IF Sustainability Report**  
2021–2022 Season

# ABOUT THIS REPORT

Brynäs Idrottsförening has reported in accordance with the GRI Standards for the period May 1<sup>st</sup>, 2021, through to April 30<sup>th</sup>, 2022, and matches the reporting period for financial reporting. This report has not been through external assurance but is accurate to the best of our knowledge. Brynäs IF issues a sustainability report on an annual basis.

This report was published on October 31st 2022 and the previous report issued by Brynäs IF, titled Frequently Asked Questions was issued in October 2021. This report covers the financial and operational control of Brynäs IF and Brynäs Arena AB (BAAB). Operations include our men's SHL team, women's SDHL, elite Juniors, our restaurant and arena, and our social sustainability core business *A Good Start* (En Bra Start). If anyone has any questions regarding this report then please contact Johan Cahling, Head of Commercial, Sustainability and Brand Management on 070-269-9927 or Håkan Svedman, Club Director on 072-352-8035. This report was reviewed and approved by the Board of Directors from the 21/22 season prior to being issued.

Organizational change is essential for all businesses and Brynäs is no exception. It is necessary for maintaining a competitive edge both on and off the ice to meet the constantly changing needs and circumstances for all our stakeholders together with changes in technol-

ogy, the economy and sustainability. Organizational change generally has a positive impact on businesses and leads to advancements in innovation and development increasing the possibilities to grab new business opportunities and improve staff morale. This report covers the changes made in the 2021/2022 season and the new strategic direction taken by the club in several areas to adapt to the challenges being faced.

At the end of the 2020/2021 season there was a large amount of turbulence in the club with the whole Board ultimately being replaced. Many structural changes have taken place within the club, and many more have been planned or are in progress, to turn the club around and work in a direction that fosters sporting excellence, entertainment and a healthy work environment for our players and employees. This report details and is transparent with as much of this work as possible whilst protecting the integrity of our club and employees.



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# OPTIMIZING OUR TIME

Letter from the Chairman  
Magnus Kangas

When working in a fast-paced environment it is easy to get caught up in filling days with dealing with the many small crisis that can occur inside a hockey club, the here and now problems of the day.

If we divide our day into three segments for how our time is used it fits into three main categories: administration, reactive work, and development. Each person has a limited amount of time in each day to spend working in these three areas. If we try to increase the amount of development work over the normal day without doing anything differently the result can be employees who are overworked, stressed, and burnt out. Yet without development we fail to progress, and we can lose control of our business.

Our challenge this season has been to start the process of reducing the administrative and reactive work portions of our day to free up time for development work within the club to take it to where it needs to be. By doing this we will be well equipped to meet future

challenges and ensure we reach expected standards in terms of sporting performance, entertainment, and social obligations to our community. If I use our meeting structure as an example, we can ask ourselves four questions regarding each meeting. Is it necessary (what do we get out of the meeting), can it be combined with another meeting, can it be shortened or rearranged and simplified? By improving the efficiency of our meetings, we can release valuable time that can be used for developing the club.

This season presented many challenges. Setting the right course has become increasingly important each year as we face the risks associated with climate change, player well-being, increasing energy and food costs. The greening of our arena continues and together with our social operations in

A Good Start we achieve world class standards and continue to outperform on the goals we have set. Our intention is to give all children in our region a good start in life and minimise the environmental impact of our operations, which is necessary to meet our goals for future generations. Our Equality journey is making good progress as we continue to lead the way with women’s hockey in Sweden.

Using the strength of the whole Brynäs community and the many talented individuals connected to our club I firmly believe that the future of hockey can be secured by continuing on the course we set this season. I look forward to following Brynäs on this journey next season and beyond.



# THE JOURNEY PAST GOLD

Letter from the Director of Sustainability, Johan Cahling

The silver won by our women’s team this year is a testament to all the people in our club who came together and worked hard to change the way things were, smashing norms and paving a new way for our club to work with women’s sport.

Five years ago, I sat in a conference room writing an article for our website about the dire state of our women’s team and a promise to create a better future. The silver won by our women’s team this year is a testament to all the people in our club who came together and worked hard to change the way things were, smashing norms and paving a new way for our club to work with women’s sport. We have had support from big names like *Niklas Bäckström, Erika Graham, and Maria Rooth* but it has been the combined effort of everyone from the 24,000 supporters that bought tickets to the finals, to the girls and women that finally dared to try hockey and found that they liked it, to the many sponsors, employees, and volunteer leaders that are making the dreams of young girls and women a reality – an

opportunity to play hockey at both an amateur and elite level, with equal conditions to the men. Of course, we are not fully there yet, huge discrepancies still exist between what a male player can earn compared to a female, but we are hoping the attention garnered from the audience records in the finals will shine a light on what we can achieve and attract more people to watch our women’s games and more partners and a better broadcasting deal. We will use the momentum we have to continue our journey towards full equality in sports. The loss in the final series was felt strongly by our women’s team and their disappointment was understandable but it came with an enormous amount of pride from within the club with what we have been able to achieve in terms of having the first full-

ly sold out event with a new audience record and a women’s team that now feels the respect and support they have always deserved – winners were definitely created on and off the ice. This journey has also shone a light on our men’s operation, and we have begun to make changes there as well, recognising that we need a good working environment for our men to succeed and to attract the best players that hockey can offer. The tight competition in men’s hockey means we need to excel in all the details around the sport as the mental approach is just as important as our sporting prowess. This is not the end of our journey but just the beginning. We have spent this season getting order inside our club and are now ready to start a club wide journey towards modernisation and world class hockey.



# SNAPSHOT OF BRYNÄS IF

**Brynäs Idrottsförening** (Brynäs IF) is a professional ice hockey club located in Gävle, Sweden. The club is owned 100% by its members and has its headquarters and home arena located at Gavlehovsvägen 13, 806 33 Gävle. Brynäs IF is the parent company for Brynäs Arena AB, a limited company that owns and manages real estate, conducts conference and event activities, restaurant operations and kiosk sales, and related activities.

We have significant business relationships with public and private companies, government organisations, non-government organisations and the general public.

**Products and services** we provide include events for women’s and men’s ice hockey, elite junior and youth hockey for around 260 players, a lunch restaurant and meals with our events, a school lunch service and rental of our facilities for other functions and exhibitions.

Brynäs IF is a member of the Swedish Ice Hockey Association (Svenska Ishockey Förbundet) and the Swedish Sports Confederation (Riksidrottsförbundet).

Events	Number	Participants
SHL	27	121 263
SDHL	24	26 500
Functions and Exhibitions	1	2000

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

There are approximately 500 suppliers to Brynäs IF covering a range of goods and services including entertainment related products and services, hockey equipment, utilities, print and graphic services, recruitment, food, insurance and many more. There were no major changes to our supply chain this season. During the season 100% of our expenditure went to suppliers from a total of 4.6 MSEK. We define local businesses as those with a sales office or point located in Sweden.

# WE ARE CHANGE

## Securing the Future of Brynäs

Without a Club Director, Sports Manager, and numerous reports to the unions there was much to be changed within Brynäs to secure the financial security and sporting future of the club during the season. Highlighted here are some of the major changes that were made throughout the season.

### TURNING AROUND THE FINANCES – FROM -23 MSEK TO +3 MSEK

The financial position of the club was turned around this season from -23 MSEK to +3MSEK. This was done even accounting for losses incurred because of covid 19 restrictions during large parts of this season, that were compensated for in the previous season. Measures taken included removing all consultants from key positions, tighter controls on expenditure, and initiatives to improve income and revenue streams, for example filling the arena for the women's playoffs.

### HIRING KEY POSITIONS

Several key positions were vacant at the start of the season. A club director was hired and in place by October 1<sup>st</sup>. The proposed Sports GM position responsibilities were transferred to the Club Director to assist with recovery of club finances. The Commercial Managers position was filled along with various other positions in line with the new organizational structure.

### NEW ORGANISATIONAL STRUCTURE & OVERHAUL OF JUNIOR OPERATIONS

The existing structure was dysfunctional in certain areas. A new organisation was put in place with an emphasis on sport and

commercial functions. The sporting organisation at the start of the season consisted of three largely independent operational areas, men's, women's and juniors. As part of the organisational changes these were merged into one management area with oversight for the combined resources of the previous three groups allowing for better utilisation of resources and an improved work environment for employees.

### UNION NEGOTIATIONS

At the start of the season there were 14 cases active with the union. All of these were resolved together with the unions and employees by the Board within a short time frame. The majority were closed prior to the new club director starting, allowing him to move forward with a clean slate.

### STARTING UP COMMITTEES

Two committees were started up during the season, one for sport and the other for commercial, with a further 3 planned including a sustainability committee once the first two were running smoothly. Both committees consisted of employees, board members, and external resources.

### STRATEGIC WORK

In addition to setting a new strategy for the Junior operations, the ticketing system, as part of

the commercial committee was overhauled, and a new direction taken to increase sales for next season.

### UPGRADING THE ARENA – IMPROVEMENTS AND REPAIRS

Resulting from a combination of flood damage and necessary upgrades improvements have been planned or carried out this season included arena lighting, rink boards and plexiglass, various repairs to floors and décor in the areas underneath the arena.

### UPDATING THE CLUB BY-LAWS

A motion was put forward by club members to review the by-laws with the goal of strengthening members' democracy. Several areas of the by-laws were modernised by a working group and then passed through two consecutive member's meetings according to paragraphs 7 and 8 of the by-laws. Changes included expanding the operations to include sustainability as part of the purpose of the club and ensuring governing bodies are fair, equal and balanced.

### DIGITAL SCOUTING SYSTEM

To improve the efficiency and depth of finding new players and to minimise our climate impact we subscribed to a digital scouting platform this season.



## Agenda 2030

Each season we work in various ways towards Agenda 2030.

Highlights from this season are as follows.



**SDG3 | Good Health and well-being**  
We expanded our Playday to Playweek and

spread it throughout our town to reach more children and give them more opportunities to be active. Going forwards we have plans to expand the movement activities within *A Good Start*.



**SDG4 | Quality Education**  
Quality education is an on-going focus area for our core business area

*A Good Start*. Here we work with children in our region to ensure every child gets a good start in life through *Friendship Talks* to improve the social environment in classrooms and during breaks. This season we began regional expansion of *A Good Start* to reach more children.



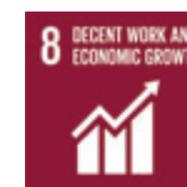
**SDG5 | Gender Equality**  
We smashed norms and records with audience numbers

during the playoffs and finals for our women's team.



**SDG7 | Affordable and Clean Energy**  
We continue to use 100% renewable energy

in our arena for both heating and electricity. A large portion of our heating comes from residual heat streams from local industry. This season we put plans in place to replace the remaining lights in the arena with LED lights, reducing consumption of electricity for lighting by approximately 70%.



**SDG8 | Decent work and economic growth**  
We work internally to improve the work

environment for employees and contractors and externally we held a summer jobs fair with our partners and Gefle IF to give young people a start in working life.



**SDG10 | Reduced inequalities**  
All our activities within *A Good Start* are open to

everyone and are offered at no cost. All children involved in *Friendship*

*Talks* are invited to watch a Brynäs game at no cost, ensuring all children in the region have an opportunity to go to a game regardless of their circumstances.



**SDG12 | Responsible consumption and production**  
We work continuously to minimise waste in our operations



**SDG13 | Climate action**  
We have joined the United Nations Sports for Climate Action and the Race to Zero, committing to net zero emissions by 2040.



**SDG14 | Life below water**  
We minimise our use of single use plastics and remove plastic waste from the ice scrapings.

# EN BRA START

## A GOOD START (EN BRA START) HIGHLIGHTS

A Good Start is Brynäs social sustainability core business area

**3000 CHILDREN**

attended International Children's Day

**5051 STUDENTS**

took part in Friendship Talks

**10 COUNTIES**

in Gävleborg and Norduppland were visited with Friendship Talks

**45 SCHOOLS**

connected to Friendship Talks

**16,000 TICKETS**

to SHL and SDHL through A Good Start Friend

**100%**

of teachers believe Friendship Talks work for long term social prevention

**70%**

of teachers say Friendship Talks have a positive effect on the environment in the playground

**92%**

of teachers say Friendship Talks have a positive effect on the classroom environment

**84%**

of teachers say Friendship Talks have a positive impact on the students

**100%**

of teachers think it is great that A Good Start and Brynäs IF come out to the schools and talk to the students.

# A GOOD START - EN BRA START

A Good Start continued to be heavily impacted by the ongoing Covid 19 pandemic. However, personnel were permitted to visit the schools for *Friendship Talks* even though schools had minimum to no visitors. We take this as affirmation of the positive impact *Friendship Talks* have in the schools.

Details of all activities in 'A Good Start' can be found on [www.brynas.se/hallbarhet/en-bra-start](http://www.brynas.se/hallbarhet/en-bra-start)

### » REGIONAL EXPANSION

Last season our regional expansion got underway, and we were able to expand *Friendship Talks* to reach children in 10 counties (previously 4-5) with at least one school in each county being visited. We now have 45 schools connected to our operations.



possible. PlayWeek was held at our arena and in Bomhus, Andersberg, Sättra and Brynäs and we had many players from our elite teams come to the events to help us out.

especially SDG3- good health and wellbeing, SDG5 – gender equality, SDG10 – reduced inequalities and SDG13 – climate action. Our goal with the weekly challenge is to encourage children to help others before they are asked. If all the children do this, then around 10,000 good deeds can be done in a week.

Some themes for the weekly challenge include car free day, World Health Day, Equality, Pride, and sugar free day.



### » PLAYDAY BECOMES PLAYWEEK

All activities within *A Good Start* are open to everyone and available at no cost. However, we still felt like we weren't reaching enough children each year when we held PlayDay at our arena. This season we had only one PlayDay due to pandemic restrictions, but we expanded it to a whole week and held it in various locations around Gävle to make it accessible to as many children as

### » DIGITALISATION

Digitalisation became essential when the Covid 19 pandemic hit but we have now integrated it into a part of our normal operations, realising that it allows us to reach more children on a regular basis instead of just one-off visits to the classroom. This has the added benefit of allowing us to consistently reinforce our messages around being a good friend to ourselves, each other, and the environment.

We have continued with our weekly challenges that focus on topical issues, international events and celebrations, and gender issues such as shared responsibility at home. Many of these topics link in with the UN Sustainable Development Goals,

### » TOGETHER – SUMMER JOB FAIR

Together with Gefle IF, Brynäs IF organised a first summer job fair with the goal of increasing the number of summer jobs available to young people in our region and thereby reducing youth unemployment and marginalisation. Youth unemployment is a large problem in our area and getting the first step into employment can be a massive challenge for many young people, and for many it is an important step in to working life. Together Gefle IF and Brynäs IF have a large contact network both within the business community but also amongst young people in the region, being the two largest sports organisations with a strong desire to drive social

sustainability issues within the local community.

The summer job fair was held on April 13<sup>th</sup> from 13-16 and targeted young people between 16-20 years old but of course everyone who was interested was welcome to attend. The fair provided an opportunity for young people to meet various companies and introduce themselves and for companies to present themselves and what they offer in terms of summer jobs.

### » THE EIGHTH ANNUAL CELEBRATION OF INTERNATIONAL CHILDREN'S DAY CELEBRATION

For the eighth year in a row Brynäs IF celebrated International Children's Day and the Convention on the Rights of the Child. The celebration went digital as the ongoing pandemic and restrictions meant we couldn't gather at Monitor ERP Arena to celebrate in person. However, looking at the positive side of this and the opportunity it presents, more children could join in and watch the show from all over Sweden.

The theme for this year was simply the Convention on the Rights of the Child and how we could use it in everyday life. The Convention is now a law in Sweden which means that children's rights are high on society's agenda.

Our celebration was followed up with our match for the children where they always play a major part in the activities around the game.



Match for the Children

### » FACTS – A GOOD START AND THE CONVENTION ON THE RIGHTS OF THE CHILD

1. All work in A good start is based on the Convention on the Rights of the Child and aims to increase knowledge about children's rights and contribute to its compliance.
2. The Convention on the Rights of the Child includes a number of rules, or articles, that together form a whole, but in A Good Start's activities we concentrate the work around these four articles:
  - Article 3- The best interests of the child must be a top priority in all decisions and actions that affect children.
  - Article 12- Every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously.
  - Article 28- Every child has the right to an education.
  - Article 31- Every child has the right to relax, play and take part in a wide range of cultural and artistic activities.
3. Since 2014, we have annually celebrated International Children's Day and the Convention on the Rights of the Child with a live show in our arena (apart from 2020 and 2021). The guests have been children in grades five and six in Gävle municipality and some of our surrounding municipalities.

” CAHLING, NEVER SELL ADVERTISING ON MY CLEAN JERSEY. THERE IS SO MUCH LOVE IN THE BRYNÄS MATCH JERSEY WHEN IT IS THIS CLEAN. FULL OF LOVE TO ALL OF US BRYNÄSARE AND ALL THE CHILDREN. IT SHOULD ALWAYS REMAIN THIS CLEAN. ”

Rolf Lassgård (Swedish Actor) to Johan Cahling (Head of Commercial, Sustainability, and Brand Management).



The digital celebration of International Children's Day and the Convention on the Rights of the Child: [www.youtube.com/watch?v=MFJkfeGNVOA](https://www.youtube.com/watch?v=MFJkfeGNVOA)



Match for the children: [www.youtube.com/watch?v=erlqChQGQSA](https://www.youtube.com/watch?v=erlqChQGQSA)

# The Coaching Revolution and why **VALUES MATTER**

Head coach for Brynäs IF's men's team, assistant coach to Finland's World and Olympic Champions National Team, Mikko Manner came into a team that was psychologically in the wrong place and turning things around was never going to be an easy task. Through a modern approach to coaching based on values, trust and communication, Mikko was able to successfully lift the same team from relegation to a place in the playoffs and greatly improve moral and performance of the team. The values of all our players are important as they act as ambassadors in the schools in our region and for our junior and youth players.

**What is the first thing you ask players when they come into the changing rooms and why?** I don't know if I ask, but we always have a dream that when we come here, that everybody, whether it is a coach or player, equipment guy or physio guys, that they should feel good, that they should feel valued when they come here and that they can be who they are. The first thing I always ask is that we greet each other with smiling faces, we still know our roles, but we still treat each other like humans, and we can create an environment where we all feel good and feel wanted.

**How important is it for players to feel good when they are on the ice and why do club values matter?** Of course when the players are on the ice they need to feel that they are trusted and that it's okay to make those mistakes that happen during the game, you know, not the mistakes that you are doing because you want to be egotistical or don't care about each other – those mistakes we can get rid of, but the mistakes that the game brings, maybe the bounce of the puck or the opponent plays well or something like that. So, they need to

feel that they can play with courage. The game demands a lot, and the coaches demand a lot, but when the game is over, they need to feel that we are not going to be angry for the mistakes they make. That's why it is really important to feel trusted so you can really throw yourself into the game. So that you don't feel afraid when you jump on the ice after a mistake, so that you just jump back on the ice and give it your best, you don't want to have the mindset of "don't pass the puck to me" where you are afraid to make the same mistake again because you are afraid of what the coach will say.

**How do you establish the right values in the team?** We work with values all the time, they provide guidance for every situation that occurs, every result that you get, win or lose, the next day the right answer is in our values, so you always trust them. We go through them every Monday, reminding everyone of the values. Every game meeting, I have two points I go through, the first point is always something about values, something about behaviour and then the second point is about hockey stuff – tactics and things.

The values should be with you every single day, with your decisions and to guide your behaviour. When frustration and negative feelings take over- that doesn't mean that you are not allowed to feel bad, that you are not allowed to have negative feelings or emotions, but when you come here the next day, that should be over.

Sometimes you get frustrated that you lose a game, and you may get angry at the refs or something but when I go out to the media, my job is to take care of the people who play the game. It's not my job to go and say that we lost because powerplay was not working today. If the powerplay was bad and maybe they were lazy, that's my job to take that inside of the locker room, and if some individual is feeling bad, maybe I take that on a one-on-one basis and start with asking are you okay and then take the rest. I'm a little bit like the values police.

**What do you do when you know a player is not in the right place mentally during a game?** It's about communication and that's not easy. That's learning for life. You first need to get to know yourself, and then you are going to make a lot of mistakes when

you try to communicate. It's a little bit like when you are with children. First you communicate in a cool and calm manner, and then if you don't get the message through then you start to raise your voice. That's the point where you often get angry. After that, many times after you get angry, then you learn.

The next day you maybe go back to them and say "hey, I couldn't get my message through to you, how do you want me to give you feedback so I can help you?" Then maybe I learn to get to know you better, then perhaps you tell me that I should tell you right away, "you can tell me right away if I play bad or I don't play inside of our structure. You need to come to tell me right away." Then someone else may say "you need to come and whisper it to me on the side". Everyone is different.

Everybody needs to stay inside the structure and the coach should make everyone feel equally important, even if roles are different. We can respect that some players don't have such big roles in the team but that's why we need to have hard demands on the top players. How we demand, that's personal, and why it's important to get to know each other so we get to know some tricks on how to handle different people.

So, it's about communicating and trying to help and still being human. You can still make mistakes yourself and not be perfect. Maybe the next day, if I was too hard on you and I couldn't help you, you don't feel good or are afraid, or angry, so maybe the next day it's time for us to talk and maybe it's my job to tell you sorry, I shouldn't say it like that. Next time we face the same situation we know what to do better and next time it is easier to communicate because you respect me, because I put my hand up and acknowledged my mistakes and I'm not just blaming you and your efforts. That's why communication is important.

**In terms of coaching technique, what should you absolutely avoid doing?**

I think it is that you don't lose your



nerve. I lose my nerve but I'm getting better at controlling it. I feel really bad after the games many times and I'm really self-critical and too much of a perfectionist. I was trying to control everything that was going on, like I was playing with a joystick and that led to me being frustrated after the game. Why couldn't I understand that that's the game and the mistakes will happen. Probably everyone was trying hard and now when I lose my nerve, I didn't help our team to keep cool and figure out how to win those critical moments in the game. So, I think you should avoid losing your nerve. You can show emotions, but you should not let it take a focus away from the teams play, they need a coach who can remain cool when the heat is on.

**Who or what has had the biggest impact on your approach to coaching and why?** I think it comes a little bit from my home. My mother has been a little bit like a psychologist and my father has been really hard working and he was always the one with the hard ethics and my mother was softer with more empathy. My character is built because of them. I think about what are the good things I can take from my father with me and what are the good things I can take from my mother.

I learnt from past coaches I had during my own career and try to use what I've learnt here as wisely as possible. For example, if you think about the theatre, they always have the last practice before the big first night. The practices are so that they can make all

the mistakes before opening night. So, I didn't understand in hockey when I was playing that if you make a mistake in practice, why the coaches would punish you. If you miss the first couple of passes because you are maybe a little bit lazy or maybe a little bit sleepy, why then make the whole team skate red line blue line etc... why, why? Of course, you should have a good attitude.

If you lose the puck in the blue line, then why does the coach put you on the bench for the third period, because you should not lose the puck, or why he is yelling at you in the practice because you lose the puck if you try to play the right way, but the defenseman was really good or something. If you played black against white in a practice and white loses the puck and black has a turnover and they score, why should the coach be angry with the white team, because you can always choose. Are you giving positive feedback because you can always choose your opinion. If you lose the puck because someone is defending you well, you should give credit to that defender, "hey great stick, great turnover" not just yell "don't lose the puck".

This is where my philosophy comes from because when you go to play a game, no one is going there to try and play badly or try to make mistakes on purpose. It's learning and practice hard for that. When you practice, you should have the opportunity to make mistakes, so you don't make the same mistakes in the game. And I think that is the biggest impact in my life.

**Final Word...** I recommend reading three books by Simon Sinek, "Start with Why", "Leaders Eat Last" and the "Infinite Game" and he has two really famous TED talks, '5 Fundamentals of Leadership' and 'How Great Leaders Inspire Action'. His books really make my philosophy click into place- "There it is, these are the right principles to work with".



**RECORD 1**  
**4127**  
**SMASHED**

**RECORD 3**  
**7765**  
**SMASHED**

**RECORD 2**  
**6537**  
**SMASHED**

## A Silver Medal and Smashing Records

# THE EQUALITY JOURNEY

Everyone loves to win, and we are immensely proud of the silver medal won by our women's team this season, narrowly missing a gold medal to reigning champions Luleå Hockey/MSSK.

The final series was contested over 5 games, three of which were played at our home arena, Brynäs being given the fifth and deciding game after winning the ground series. Three attendance records were smashed for SDHL during the finals which culminated in a sold-out arena for the fifth and final game.

Many people have asked us how did we do it? The answer – we just decided we would!

Throughout the playoffs we steadily increased audience numbers as hype around the playoffs increased and we broke the first record in the first game of the final 5 games, with 4127 people attending, a new record for our arena for SDHL. Two days later we again smashed our own and SDHL's record with 6537 spectators. Then after an away game our team returned for the fifth and deciding game where we again broke the SDHL record with 7765 spectators singing and cheering and supporting our team.

A total of over 23,000 people visited our home arena during the playoffs. We broke the attendance record in Swedish women's hockey twice over. Brynäs fans opened doors that had never been opened before. We made young girls dream big all over Sweden, not just in Gävle. The hockey world talked about the fantastic success on and off the ice and for us our journey continues, together with our partners and fans, towards our first SDHL gold and new records. A new record is already within our sights as we hope to break our record for the number of season tickets sold for SDHL in 2022/2023.

### GOALS AND PROGRESS FOR THE EQUALITY JOURNEY

#### Fully Professional women's team

- 35% achieved (based on minimum target of 20,000 per player on average)
- Budget increasing each year

#### 75% of players from the region

- 17% were from the region
- 65% were from Sweden

#### Equal pathways

- Junior team for women starting in 22/23 season
- NIU hockey education the only missing step in equal pathways, which we have a goal to attain

#### Average audience of 2000 per game

- Average this season was 1104 (55% of goal)
- SDHL record for attendance broken twice during the finals, final match was sold out
- A new strategy has been developed to increase audience numbers and will be rolled out in 22/23

#### A self supporting women's operation

- No metrics currently available but revenue from the finals contributed significantly to this goal

#### At least one National title

- Two silvers have been won in the last two years



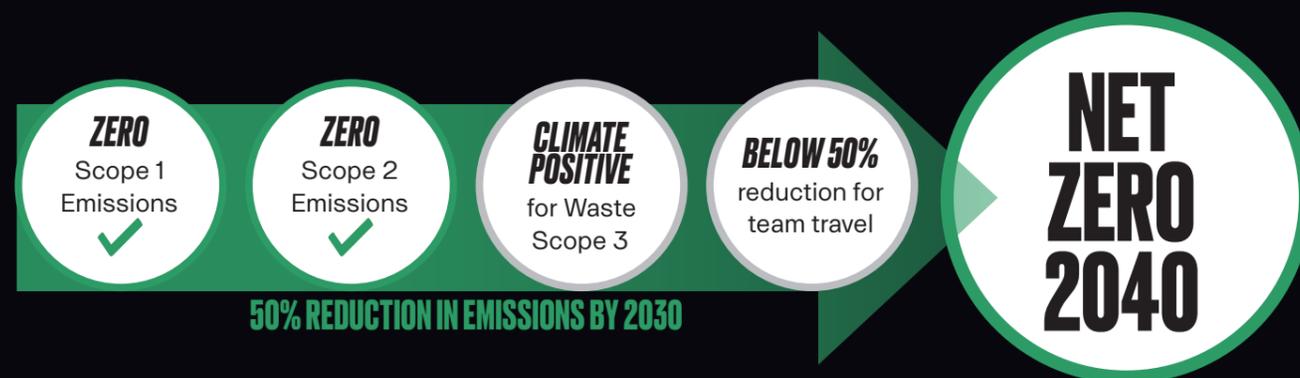
# UNFCCC SPORTS FOR CLIMATE ACTION

## S4CA – A Green Arena

Brynäs IF was one of the first 20 signatories to the UNFCCC's Sports for Climate Action Framework. This season we levelled up our commitment by pledging to reach net zero emissions by 2040 along with other signatories such as the IOC, ATP

Tour, UEFA and the Premier League. We are in a good position to reach this goal as we are already at Net Zero for Scope 1 and Scope 2 emissions and are in the process of identifying where we can have the biggest impact on scope 3 emissions. As part of our

commitment, we are participating in a UN workgroup to help sports clubs globally to reduce their Scope 3 emissions. We strongly recommend all sports clubs, no matter how large or small to join Sports for Climate Action.



Scope 1 – reached zero ✓ Scope 2 – reached zero ✓

## Goal: Reduce Scope 3 Emissions

### DETAILED GOALS FOR SCOPE 3

#### Focus on transport emissions

1. Net zero for team and business travel by 2030
  - a) Baseline for team travel 2018/2019 season @ 202 t CO<sub>2</sub>
  - b) Baseline for business travel TBD 2022/2023
2. Net zero for commuting by 2040
  - a) Baseline TBD 2022/2023
3. Net zero for spectator travel
  - a) Baseline TBD 2022/2023

#### Upstream Food

1. Decrease food waste by 50% by 2030
  - a) Baseline 2017/2018 13.1 t waste

#### Waste

1. Already net positive.

#### Purchased Goods and Services

1. Under investigation to determine if data is available

### ACTION PLAN

#### Team travel

1. Convert bus travel to biofuels – completed
2. Consider converting to airlines that flight compensate, for example SAS compensate flights for all Eurobonus members

#### Business travel

1. Update travel policy to include:
  - a) electric or hydrogen rental cars
  - b) train travel when possible
  - c) flights with compensating airlines

#### Spectator travel

1. Charging ports available
2. Campaigns to encourage public transport and car sharing
3. Influence to convert to green travel

#### Food Waste

1. Measures under discussion

#### Purchased Goods and Services

1. Steps once situation is defined

### Actions for the S4CA Framework and Brynäs Efforts

**PRINCIPLE 1 | Undertake systematic efforts to promote greater environmental responsibility** We work throughout our organisation to reduce our overall climate impact and adopt climate friendly practices on an on-going basis.

**PRINCIPLE 2 | Reduce overall climate impact** This season we committed to the Race to Zero and have pledged to reach net zero by 2040. This commitment was made at the Board level. Our preferred route is to eliminate sources of emissions

completely. In recent years we have eliminated the use of a tractor reducing our scope 1 emissions to zero, converted our team travel to biodiesel and improved the sorting of our garbage to improve material recovery.

**PRINCIPLE 2 | Educate for climate action** We educate other sports clubs through our sustainability reporting, our fans and partners through meetings and dialogues and the children in our region through our *A Good Start* operation.

**PRINCIPLE 4 | Promote sustainable and responsible consumption** We work continuously to adopt more sustainable practices throughout our operations. This season we planned for changing our lights to longer lasting and more efficient LED lighting above our ice surface.

**PRINCIPLE 5 | Advocate for climate action through communication** We produce an annual sustainability report and communicate through social media channels regarding our report.



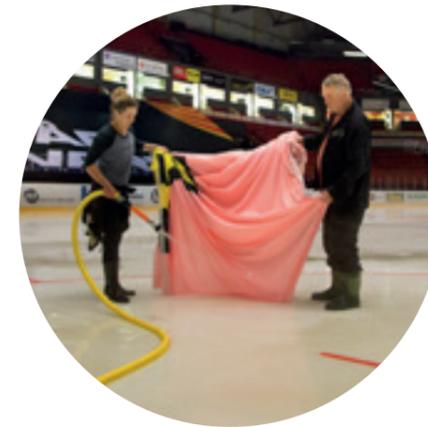
# CLIMATE CHANGE

## hits Monitor ERP Arena

Heavy rainfall was identified as an operational risk in the climate vulnerability assessment we included in our first sustainability report and became a reality much sooner than we expected.

On the night between August 17<sup>th</sup> and 18<sup>th</sup>, just prior to the season start, heavy rain fell in Gävle leading to extensive flooding throughout the town. In total 161.6 mm of rain fell with 101 mm falling between midnight and 2 am, a new Swedish record for rainfall in a two-hour period. Heavy rainfall was identified as an operational risk in the climate vulnerability assessment we included in our first sustainability report and became a reality much sooner than we expected.

Monitor ERP arena has a catchment pit located outside the arena in case of heavy inundations, but this was unfortunately overwhelmed, and the arena flooded along with over 500 other buildings in Gävle. The arena was flooded with around 1.5 m of



brown dirty water leading to a pause in all operations. Fortunately, the B hall was not impacted by the floods.

Damage to the main arena included the ice surface and boarding, changerooms, storage areas, the gym and other areas located under the arena. Repairs to some of this infrastructure

are planned to be carried out in the break between seasons in the summer of 2022. Thanks to the hard work of the operations department the teams were able to return to the ice by Monday the following week. A temporary gym was set up in a tent between the A and B halls. Other sporting infrastructure in the region was damaged by the floods including football fields and sporting halls.

Although it is difficult to link any isolated weather event to climate change this was a once in 1000-year flood and completely in line with climate change predictions, suggesting such events may be more common in the future in our region.

### One Brynäs Scientist's Perspective – Stefan Svensson, CEO at MoRe Research (and Brynäs Fan)

– 160 mm... that doesn't sound like much... if it weren't for the fact that it is rain that we are referring to. Incomprehensible amounts and of course you react a little extra when an extreme weather event strikes your beloved town where you grew up, says **Stefan Svensson** – CEO at MoRe Research and Brynäs Fan.

– Pictures show streets that are recognizable but have now been turned into waterways. Wading people, canoes and those pesky EPA tractors replaced by even more annoying jet skis. Surreal... but not unique in a global perspective.

– Since there were about 16 water jugs per m<sup>2</sup>, and more than half of this over the course of a few hours, you do not have to be a plumber to realize that there will be problems

for the drains to drain everything away. I don't even venture to guess what pipe dimensions would have been needed for this week's events to have passed relatively unnoticed.

#### How much water fell over Gävle in reality?

– With an urban area of 40.6 km<sup>2</sup> (Wikipedia) and a rainfall of 160 mm (SMHI), this means that a total of 6,496,000 m<sup>3</sup> of water fell over built-up areas. Since Globen's volume (I do not have volume data on Gavlerinken / Monitor ERP Arena) is 605,000 m<sup>3</sup>, the mentioned amount of water corresponds to almost 11 overflowing "Globen's". It gives some perspective and raises a lot of thoughts... is it going to be like this going forward? 160 mm is a lot...

# FIRE AND ICE

## – The Double Climate Impact

Greg Scott, who plays in our men's SHL team saw up close two sides of the climate impact when first homes in his native Vancouver were threatened by unprecedented wildfires in Canada and then in Gävle when on ice training was cancelled due to the arena being inundated by flood waters caused by a heavy burst of rain.

**Can you describe what happened to your house in Canada with respect to the wildfires?**

Nothing happened to my home personally since my area was thankfully unaffected (I live on Vancouver Island), however an entire village was nearly destroyed by wildfires in British Columbia. The entire province was hit with such high temperatures that summer, and most communities were on high alert- it was very stressful. People had to abandon their homes and businesses and move their families and pets to safety. It was devastating.



**What was going on in Gävle when you returned?**

When I got back, I went from not seeing rain in months to a crazy storm. I couldn't believe the amount of water that came down. Sadly, it flooded tons of homes and businesses, including the rink. It was pretty shocking when we went there the following day- everything was soaked. Thankfully, people worked together to get it cleaned up quickly. Now it looks like nothing ever happened.

**Have you made any changes to your lifestyle as a result of your experiences? What do you do to reduce your climate impact?**

I definitely put more thought into how

**Did you expect to be impacted directly by climate change, why/ why not?**

No, not really. I guess that's how too many people think... Unfortunately, sometimes it takes something heart-breaking or shocking for people to feel personally responsible and make positive changes to improve their environment.

I can personally make a difference for the planet now that I've witnessed what the earth is capable of. I especially want to make an effort in front of my kids so that they inherit a sense of responsibility for the environment. We obviously recycle and compost as a family. We try to buy second-hand clothing and household items, as well as be more thoughtful about the new things we do buy. We try to buy locally as much as we can. Our home in Canada has been wired to use solar panels, so hopefully we'll get those up and running soon!

**What role can hockey clubs and players have in the Climate Crisis?**

As a hockey club and as hockey players, we're lucky to have the support of our fans, and we should therefore be modelling climate-conscious behaviour. If everyone tries their best to make positive changes in their every day lives, hopefully this awareness will spread and make the planet less volatile for future generations.



### Greener than a 5<sup>th</sup> Grader?

Are YOU greener than a fifth grader? We asked players in our SHL and SDHL three questions regarding their commitment to environmental practices. Sixteen SDHL players and 13 SHL players answered our survey. Green travel involved walking, cycling, ride sharing or going in an electric/hybrid car. The United Nations Foundation recommend showering under 5 minutes to reduce emissions and save water.

	Recycle at home	Green travel to school/training	Shower under 5 minutes
SHL	92%	46%	62%
SDHL	94%	69%	63%
5 <sup>th</sup> Grade	78%	85%	15%

# ENVIRONMENT HIGHLIGHTS

## TOWARDS A GREEN ARENA

100% RENEWABLE ENERGY

ZERO SCOPE 1 & 2 EMISSIONS

ZERO WASTE

50% RECYCLED WATER

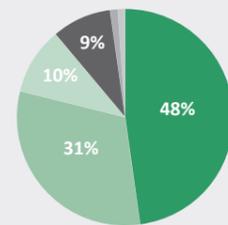
**ELECTRICITY** At the end of the season plans are in place to replace the remaining lights in the arena with LEDs which are estimated to use 70% less energy and contain no harmful substances like mercury.

**ENERGY** All heating and electricity used in Monitor ERP arena is 100% renewable.

### ENERGY SAVING TIPS FROM PARTNER GÄVLE ENERGI FOR BRYNÄSARE

- In the case of direct-acting electricity – buy a heat pump if you have the opportunity.
- Lower the temperature. One degree corresponds to about 5% of the electricity consumption for heat. Dress warmer.
- Turn off heating in spaces that do not need to be heated, such as a friggebod or garage.
- Take shorter showers (under 5 minutes).
- Lower or turn off electric underfloor heating in the bathroom /hall.

**HEATING** Heating of Monitor ERP Arena comes from two sources. We have a small waste stream from the cooling system from our ice which we estimate contributes approximately a quarter of our heating needs (based on the reduction we got when changing to the new system). The remaining heating is supplied by our energy partner Gävle Energi. The product mix for the purchased heating for 2021 is shown in the chart and comes primarily from energy waste streams and recovered materials.



**WATER** This season 7 819 cubic metres of water was used in the arena. Based on the average usage in the 2 seasons prior to changing the ice system compared to the usage in the two seasons after the change we estimate we are recycling approximately 7 500 cubic metres of water or 50% of our total usage. Season 19/20 was a hybrid of the old and new ice systems and so is not included in the baseline calculations.

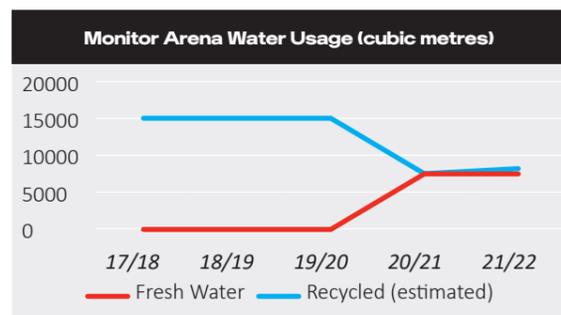
All the water used at Monitor ERP Arena is potable town water. The water is used for cleaning, making ice, food services in the restaurant and kiosks, and other sanitation purposes

such as toilets, showers and washing.

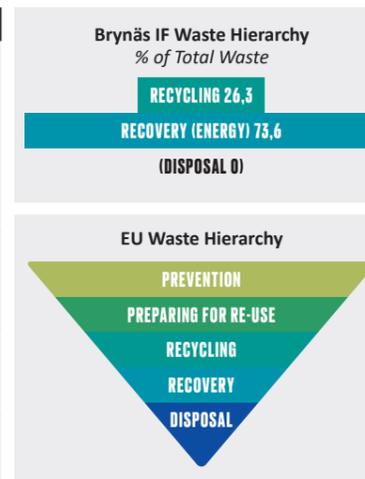
All of the water we discharge goes to town sewerage and is not treated prior to discharge. Water from the kitchens has basic treatment before discharge to separate out the fats. The fats are collected monthly and sent to a local biogas facility. There is no way to measure how much water is discharged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

Energy			
	2021/2022	2020/2021	2019/2020
District Heating (GWh)	2.93	2.49	3.22
Electricity (GWh)	0.54	0.66	0.90
Total Energy (GWh)	3.48	3.15	4.12



Waste (kg)	19/20	20/21	21/22
Carton Board	7857	3600	5049
Office Paper	90	190	180
Glass	7800	2000	7480
Metal		1900	1430
Dangerous Goods	84	33	100
Plastic	45	165	235
Combustibles	14060	18600	42140
Office Electronics	72	132	215
Landfill		268	72
Fats	15900	12100	9780
Food Waste	13700		7323
Mixed household waste	6000		1230



### APPROACHING ZERO WASTE

Waste management for our arena and operations is managed by two companies Stena Recycling and Gästrike Återvinning. All our waste is recycled or recovered except for 72 kg, representing 0.1% of the waste we generate. Waste is generated through used sporting equipment, restaurant activities, events and office activities. Measurement of waste streams is provided by the collection companies. Waste is sorted at the point of disposal in the arena.

### EU WASTE HIERARCHY

The EU waste directive provides definitions and basic principles for waste management. Contained in this directive is a waste hierarchy that provides a preferred order for waste handling and management.

We do not currently have any measurements for waste prevention and reuse. For the remaining three categories our results were very good for disposal with around 0.1% going to landfill. The amount of waste to energy was high but this was not at a normal level, being greatly impacted by the flooding of the arena and the subsequent clean-up and disposal of damaged materials. The impact of the waste generated by the flood resulted in more than double the combustible waste from previous years.

19/20	20/21	21/22
14,06 kg	18,60 kg	42,14 kg

During a normal season we would generate approximately 50% for recycling and the same for recovery so even accounting for the flood impact we still need to reduce the amount of combustible waste we produce in favour of recycling and prevention.

### BRYNÄS IF'S GARAGE SALE

Like many sporting clubs we have many storage areas full of things too good to throw out. At the same time, we have many fans asking us for memorabilia to put in their collections. We wanted our stuff to go to people that really wanted it instead of to waste so this year we organised a garage sale to sell and give it away. As with many of our activities we wanted there to be something for everyone, so we made sure we had some inexpensive items like stickers and some more expensive items like a goalie mask. We even found a box of leggings and gave a pair to people who had kids playing hockey. The garage sale was a huge success with people travelling long distances to attend. Our cupboards are still not empty though, so we hope to have another garage sale next season.

### EMISSIONS

**Basis for Calculations** All bus travel is done using biofuels and hence has zero emissions. Flight emissions for team travel were calculated using emission factors from the IIHF Sustainable events guide. All flights were commercial flights with SAS and as they compensate for all their flights for Eurobonus members, it is possible that our emissions here were closer to zero. Emissions for waste were calculated based on emission factors supplied by Stena and Gästrike Återvinning. No emissions factor was available for the fats but as these are sent to bio digesters converting them into soil improvement products the emissions were estimated to be around zero, the positive impact of the digestion being offset by the relatively long transport distances from the arena to the digesters. Our goal is to expand on our scope 3 emissions for next season to find where we need to improve, most likely with upstream emissions and business, commuting and spectator travel.

Emissions (Tonnes CO <sub>2</sub> )	
Scope 1	0
Scope 2	0
Scope 3	-10.7
<b>TEAM TRAVEL</b>	
SHL	0.021
SDHL	0.013
J20	0
J18	0
Team Travel Total	0.034
<b>WASTE</b>	
Recyclable Waste	-10.25
Mixed Household waste	0.25
Food waste	-0.73
Fats	0
Waste Total	-10.74

Circular Economy Carbon Savings (kg CO <sub>2</sub> Saved)					
51	209	396	2092	2992	4514
Dangerous goods	Plastic	Electronics	Paper	Alternative raw materials	Iron

# SOCIAL HIGHLIGHTS

## Health and Safety

### UPGRADED RINK BOARDS

New rink boards and plexiglass were ordered this season, to be installed during the break before the next season starts. The new boards are lower and the plexiglass higher to improve player safety. The rink boards have very little give in them compared to the plexiglass which is better suited to absorb impacts and therefore lowers the risk of injury to players.

The increased height of the plexiglass has meant the netting has also been raised slightly, both of which contribute to improved safety for the audience by reducing the chance of being hit by a stray puck. These changes also keep the puck in play more thereby improving the experience of the audience.

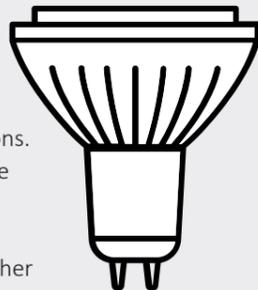
The old rink boards were broken and patched in several places and the plexiglass was not the correct height in the secretariat and the player boxes. Old boards are often donated to local clubs, but these will be disposed of due to their poor condition which we deem as unsafe.

### SMART MOUTHGUARDS

Head injuries represent one of the biggest threats to our sport. Together with other teams in our league and other leagues we work together to have zero concussions in our sport. As part of this work, we began discussions with HitIQ regarding their smart mouthguards. These mouthguards have sensors in them that measure the impact forces and feed them into a finite element model to determine if an injury to the brain has occurred. Not all brain injuries are visible with symptoms of concussion. At the end of the season, we did not have a clear path forward with these mouthguards which are currently being trialled by the German National Teams in hockey. Other sports are rapidly adopting this technology and concussion management systems.

### IMPROVED LIGHTING

Plans have been developed to convert remaining lights above the arena to LEDs during the break between seasons. The new lights will reduce energy consumption by approximately 70% and contain no mercury or other harmful substances. Their extended life cycle means they will need to be replaced less frequently (20+ years compared to 4-5 years) reducing our consumption and waste generation.



The new lights have a colour that resembles daylight compared to yellow in the old lights. This type of light gives the players clearer vision which can contribute to fewer injuries and provides a better experience for the audience. The lights are now placed at various angles instead of just directly on the ice which also improves the quality of lighting for players, the audience, and broadcasting. Good lighting makes it easier to track the movements of the players and plays an important role in the quality and contrast of the broadcast. Lighting that closely imitates daylight is the best lighting for all sports and this is best achieved using LED lights.

### INJURIES

	Total	Concussions	>10 Days	>1Month
SHL	22	1	5	1
SDHL	12	0	3	2
J20	8	2	4	1
J18	8	2	4	1

Concussion injuries have greatly reduced this season.

## Diversity and Inclusion

### Employees

The annual total compensation ratio for Brynäs IF's highest paid individual to the median for all employees was 3.21 and the ratio of the percentage increase in annual total compensation for these two groups was 1.6. Standard remuneration is offered to all employees using market values as a guide and is not connected to performance in relation to sustainability impacts. There are no stakeholders or consultants involved in setting remuneration for any employees. Player contracts are individual and negotiated with player agents or directly with the players. All employees have access to collective bargaining agreements, and these are followed for all employees regardless of union membership. Employees with minority traits other than gender continue to be poorly represented in our club, but are difficult to measure due to privacy laws.

**VOLUNTEERS** There were approximately 84 volunteers helping Brynäs last season. The volunteers work with ticket scanning, as match officials and event hosts, and with crowd control and as emergency coordinators.

### VALUES AND POLICY COMMITMENT

Our vision and values are underlined by our commitment to human rights. Our code of conduct is based on the International Declaration of Human Rights, and we condone discrimination and abuse on any basis. Our code of conduct is available to all employees and other stakeholder groups on our website [www.brynas.se/klubinfo/vardegrund](http://www.brynas.se/klubinfo/vardegrund).

Training in this area has been delayed and is again planned for the following season. Training for the men's elite team is conducted on a weekly basis with values forming the basis of everything done within the team.

Details of our whistle-blower function and how we handle concerns is available on our website [www.brynas.se/klubinfo/vardegrund/trygg-idrottsmiljo](http://www.brynas.se/klubinfo/vardegrund/trygg-idrottsmiljo). There are no policies in place regarding responsible business conduct but any breaches of responsible business can be reported through our whistle blower function.

No fines were incurred during the season for non-compliance with laws but there were significant payments for broken contracts regarding contractual employment. The value of these is not publicly available due to privacy regulations.

### DISCRIMINATION

We had two official complaints of discrimination this season. These were resolved together with the employees and the unions to the satisfaction of all parties. The circumstances under which these were able to occur no longer exist within the club.

### EMPLOYEES

	Male	Female	Other	Not Disclosed	Total
Total Employees	100	167			267
Permanent Employees	32	10			42
Temporary Employees	51	79			130
Non-guaranteed hours employees	-	-			
Full Time employees	96	90			186
Part time employees	17	78			95

### BOARD OF DIRECTORS

<30	30-50	50+	% Female
	👤👤	👤👤👤👤	29

Young people and minority groups continue to be poorly represented in our Board of Directors.

### ELECTION COMMITTEE

<30	30-50	50+	% Female
	👤	👤👤	33

There are no young people or minority groups represented in our election committee.

# GOVERNANCE

## GOVERNANCE STRUCTURE AND COMPOSITION

Brynäs IF is governed by a Board of Directors nominated, selected and evaluated according to the club by-laws (<https://www.brynas.se/supporter/medlem/stadgar-motioner>). All board members are non-executive and work on a pro bono basis. The Chair of the Board had both Board and Chair certifications from the Swedish Styrelseakademien (Board Academy).

There is no skills matrix for Board members available for publication although advice was sought by the election committee from a board professional and various stakeholder groups including supporter and other interest groups, the sitting Board, members through member meetings, the group working on changes to the by-laws, and monitoring of the hockey environment. Sustainability skills are not currently considered in criteria for Board Membership although many members do possess skills or experience in these areas.

Stakeholder groups represented

on the Board this season included local and distant members, former employees, partners, former players, and youth hockey. Competency included extensive experience with change management, elite ice hockey, board assignments, business strategy and development, crisis management, communication, finance, restaurant industry, social and environmental sustainability, and stakeholder engagement. The board was 29% female with little representation from other minority groups.

Co-opted members were brought in at the start of the season and replaced two early resignations. Co-opted members had the right to attend and speak at Board meetings but not the right to vote. Full Board members can only be selected at an AGM.

The Board is independently evaluated by external financial auditors according to the by-laws and Swedish laws.

Changes to the Board for the following season were proposed to fill vacancies and improve diversity.

<b>Magnus Kangas</b>	Chair
<b>Hans-Göran Karlsson</b>	Vice Chair
<b>Markus Aujalay</b>	Co-opted member
<b>Robert Lipskog</b>	Member
<b>Elin Lith</b>	Member
<b>Jonny Stridh</b>	Member
<b>Lise-Lotte Swing</b>	Co-opted Member

There was no committee in place this season to oversee the management of the organization's impact on the economy, environment and people. A sustainability committee was proposed by the Board during the season but not operational before the season finished due to the work loads of employees.

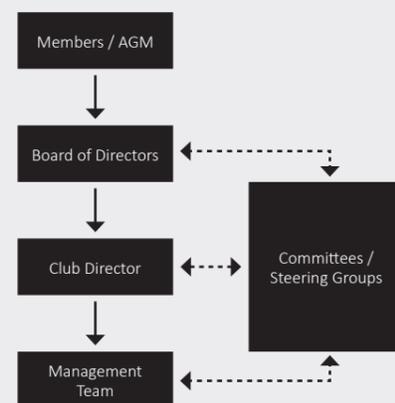
All Board Members had significant commitments in terms of their full-time employment in addition to Board requirements for Brynäs.

There is no formal policy in place for handling conflicts of interest on the Board nor did any situations arise within the club where a conflict of interest arose.

## MANAGING IMPACTS

Social and environmental impacts are managed through allocation of authority starting with the members via the club by-laws. Sustainability topics are formally discussed at every board meeting which occurs once per month during the season. Other discussions occur on an as needed basis depending on the topic and these are handled through informal meetings and phone calls.

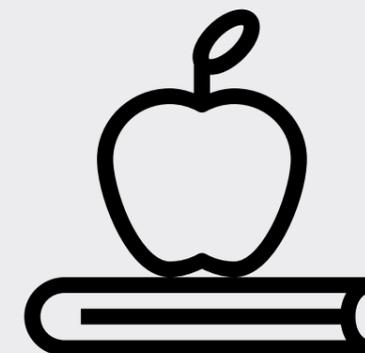
This season sustainability was added to the purpose in the by-laws for the club as an area where the club will work. No changes were made to the values or mission statements regarding sustainable development. A new strategy regarding the commercial value of the SDHL games was taken with a goal to fill the arena for the final series. The Board held meetings with several stakeholders regarding sustainability topics including partners, supporter groups, the former players network and the county on a regular basis. The effectiveness of the sustainability processes was reviewed at Board meetings with additional personnel present as needed.



## STAKEHOLDER CONCERNS

Stakeholder concerns are communicated to the Board of Directors through various channels. The majority this season came directly to the Board via emails and phone calls from various stakeholders including fans, the Union, employees, media, partners, supporter groups and players. Concerns are also fed to the Board from the club via the Club Director. Critical concerns coming from within the club are communicated to the Board at the discretion of the Club Director. Details of a whistle-blower function and a grievance mechanism are located on our website ([www.brynas.se/klubbinfo/vardegrund/trygg-idrottsmiljo](http://www.brynas.se/klubbinfo/vardegrund/trygg-idrottsmiljo)). There is no formal review to track the effectiveness of this mechanism and follow up is typically through informal dialogue depending on the nature of the grievance. Any concerns regarding threats or violence are reported to the police in accordance with SHL security protocols.

We do not keep track of the number of concerns. There were a lot at the start of the season, particularly with relation to the turbulence in the club, particularly with respect to the work environment and the sports organisation. Towards the end of the season the atmosphere in the club had calmed down dramatically with very few critical concerns being raised.



## COLLECTIVE KNOWLEDGE

The collective knowledge of the Board regarding sustainable development was improved this season through an informal information session regarding the UNFCCC Sports for Climate Action Framework.

# 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 our chosen topics are linked to our sustainability model and our three over-head 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 and energy usage, waste, as well as our emissions. Energy has become increasingly important with the looming energy crisis in Europe, and we continue to find ways to reduce our usage. The droughts over the summer of 2022 highlighted the importance of reducing our water usage as the first arena in Sweden is unable to put ice in the arena due to water shortages in its region, we must be responsible with this precious resource if we are to continue to play ice

hockey. Emissions are of course important in the race against climate change.

Our economic material topic is the same as for previous years and relates to our suppliers for both Brynäs Idrottsförening and BAAB. We do not currently have any formal supplier policy for suppliers nor do we have an inclusion policy.

For social topics we continue 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.



# GLOSSARY

## BAAB

Brynäs Arena AB

## Brynäsare

Brynäs fans

## EPA Traktor

A car or tractor driven usually by younger teenagers that has speed restricted to 30 km/h. Originally intended to help farmers' children drive tractors on public roads, it has since developed into a whole youth subculture in Sweden.

## friggebod

A shed or separate workroom, entertainment or guestroom located on a property

## Globen

A multipurpose arena located in Stockholm in the shape of a giant golf ball.

## RF

Riksidrottsförbundet – The Swedish Sports Confederation

## S4CA

Sports for climate action – a global group of sports clubs working to win the race against climate change through utilising the power and influence of sport.

## SDHL

Swedish Women's Hockey League – the top league for women's elite ice hockey in Sweden

## SHL

Swedish Hockey League – the top league for men's elite ice hockey in Sweden

## SISU

Organisation that provides education and guidance to sports organisations and clubs

## UNFCCC

United Nations Framework Convention on Climate Change

## S4CA

Sports for Climate Action, a United Nations initiative uniting sports globally in the race against climate change

## Monitor ERP Arena

Home arena for Brynäs IF

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GRI 102: General Disclosures 2021	102-1 Organizational details	7	
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## MATERIAL TOPICS

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GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	7	
<b>Energy</b>			
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	103-2 The management approach and its components	30	
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<b>Water</b>			
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GRI 303: Water and Effluents 2018	303-3 Water withdrawal	24	
	303-4 Water Discharge	24	
	303-5 Water Consumption	24	
<b>Emissions</b>			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	30	
	103-2 The management approach and its components	30	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	25	
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<b>Waste</b>			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	30	
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GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	25	
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GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27	
<b>Non Discrimination</b>			
GRI 103: Management Approach 2017/2018	103-1 Explanation of the material topic and its Boundaries	30	
	103-2 The management approach and its components	30	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	27	



“Brynäs’ journey in recent years has not been much fun.  
A year and a half ago they were close to going out of  
*SHL* when they played a negative qualifier against HV71  
and there was a lot of chaos around the entire club,  
since then they have done a ‘total makeover’ that is  
unprecedented in Swedish hockey”

***Tomas Ros***

***Hockey Expert, Sportbladet 2022***