

# 3M Sustainability Strategy | 2021 ESG summary

Financial	RY-2017	RY-2018	RY-2019	RY-2020	RY-2021
Net sales (\$USD millions)	31,700	32,800	32,100	32,200	35,400
Employees	RY-2017	RY-2018	RY-2019	RY-2020	RY-2021
Global full-time equivalent employees	91,500	93,500	96,200	95,500	94,700
Global lost time incident rate, per 100 3M employees (200,000 work hours)	0.341	0.292	0.311	0.331	0.397
Global recordable incident rate per 100 3M employees (200,000 work hours)	1.16	1.10	1.11	0.967	1.14
Gender diversity	RY-2017	RY-2018	RY-2019	RY-2020	RY-2021
% of female employees to total employees	34.7	35.4	36.2	36.7	37.0
% of female employees in management positions	29.1	30.3	31.1	32.6	34.1
% of female on 3M Board of Directors	25.0	30.8	33.3	33.3	36.4
Science for Circular: Design solutions that do more with less material, advancing a global circular economy.	RY-2017	RY-2018	RY-2019	RY-2020	RY-2021
% new product passing a "gate" with a Sustainability Value Commitment <sup>1</sup>			100	100	100
% waste reduction in manufacturing, indexed to net sales <sup>2</sup>	2.69	11.3	12.3	9.98	8.83
% zero landfill manufacturing facilities	27.9	30.4	35.4	42.9	45.2
Virgin fossil-based plastic reduction, pounds <sup>3</sup>					18,500,000
% reduction in water usage, indexed to net sales <sup>2</sup>	-4.32	-0.719	5.76		
% reduction in water usage, indexed to net sales <sup>4</sup>				-6.11	10.7
Number of manufacturing locations in water stress/scarcie areas	25	25	18	16	17
Number of supplier assessments completed, cumulative number since 2008	5,790	6,350	6,920	7,390	7,870
Science for Climate: Innovate to decarbonize industry, accelerate global climate change solutions and improve our environmental footprint.	RY-2017	RY-2018	RY-2019	RY-2020	RY-2021
% reduction Scope 1 and Scope 2 location-based emissions, absolute metric tons CO <sub>2</sub> e <sup>5</sup>	68.2	63.7	68.2		
% reduction Scope 1 and Scope 2 market-based emissions, absolute metric tons CO <sub>2</sub> e <sup>4</sup>				9.68	26.1
Total Scope 1 and 2 location-based emissions, metric tons CO <sub>2</sub> e	5,840,000	6,650,000	5,830,000		
Total Scope 1 and 2 market-based emissions, metric tons CO <sub>2</sub> e <sup>4</sup>				4,850,000	3,970,000
Scope 1 emissions, metric tons CO <sub>2</sub> e	3,960,000	4,790,000	4,050,000	3,600,000	2,980,000
Scope 2 location-based emissions, metric tons CO <sub>2</sub> e	1,880,000	1,860,000	1,780,000		
Scope 2 market-based emissions, metric tons CO <sub>2</sub> e <sup>4</sup>				1,250,000	992,000
Total Scope 3 upstream emissions, metric tons CO <sub>2</sub> e	9,280,000	9,530,000	8,920,000	8,840,000	10,700,000
Total Scope 3 downstream emissions, includes Scope 3 Category 9 (downstream transportation and distribution) only, metric tons CO <sub>2</sub> e				521,000	1,210,000
	All downstream categories were not evaluated or are de minimis.				
% improved energy efficiency, indexed to net sales <sup>2</sup>	0.364	2.91	3.27	8.73	14.2
% renewable energy to total electricity use	17.9	26.8	32.6	35.4	47.6
Total customer avoided metric tons CO <sub>2</sub> e emissions, cumulative since 2015	29,300,000	45,400,000	63,800,000	82,000,000	100,000,000
Science for Community: Create a more positive world through science and inspire people to join us.	RY-2017	RY-2018	RY-2019	RY-2020	RY-2021
Health and Safety Training Academies, total instances, cumulative since 2017	121,000	649,000	1,240,000	1,660,000	2,920,000
Global diversity index: % diversity in management	36.9	38.3	41.8	43.2	44.5
% underrepresented groups in our U.S. workforce (entry-level through management) <sup>6</sup>				8.13	8.58
Investment in racial equity advancements <sup>3</sup>					12.0
% global gender pay equity <sup>6</sup>					100
Total global giving investments	73.5	66.3	73.3	87.9	88.5
Skills-based volunteerism hours globally <sup>1</sup>			20,600	14,600	16,500
Our sustainability strategy is a systemic approach, seeking to drive innovation and holistic impact against shared global needs. We set impactful and measurable goals, demonstrating our environmental, social and governance (ESG) progress. For full results, see our 2022 Global Impact Report.					

<sup>1</sup> Established 2019 <sup>2</sup> Baseline year 2015 <sup>3</sup> Established 2021 <sup>4</sup> Baseline re-established 2019 <sup>5</sup> Baseline year 2002 <sup>6</sup> Established 2020