

# Improving every life

Growing our business by enabling action and impact  
on some of humanity's greatest challenges.





# Helping companies

and the world solve global challenges

Climate change, poverty, and health crises like Covid-19 are just a few of the many global challenges that need to be addressed.

In 2015, the United Nations (UN) adopted a plan to tackle these and other challenges over the next 15 years. Referred to as “Agenda 2030,” it’s a path defined by 17 specific Sustainable Development Goals (SDGs). Fulfilling these ambitions is possible but requires effort by all sectors in society — and business will play a very important role in the process. There is power in collaboration, and strategic partners like the UN amplify 3M’s impact while building awareness with key stakeholders and audiences. 3M’s ongoing partnership with the UN includes participation in the United Nations Global Compact (UNGC), the largest voluntary corporate sustainability initiative in the world.

## Investing in the power of business to advance SDGs

In 2020, 3M and the UNGC announced 3M’s sponsorship of SDG Ambition, a program to accelerate achievement of the SDGs by helping companies integrate them into their core business objectives. As Patron Sponsor of SDG Ambition, 3M will collaborate with programme partners like SAP, Accenture, and the UNGC to provide leadership in programme development, lending expertise in sustainability goal setting, and bringing an advanced manufacturing perspective.

3M helped guide and develop the curriculum of the first Accelerator Workshop in January 2021. 3M CEO Mike Roman will participate as a speaker in upcoming UN thought leadership events.

## Connecting 3M’s work to SDGs

3M technology is helping to advance the SDGs. The following are examples of how products support SDGs:

**Transportation Safety Division**  
SDG 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents.

3M’s Transportation Safety products contribute to safer roads. Sign materials enhance low-light visibility of road signs, and higher-visibility vehicle markings improve vehicle conspicuity.

**Health Care Business Group**  
SDG 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

3M contributes to the realisation of universal health coverage by providing solutions that reduce the risk of infections and by providing resources that increase access to care.

**Personal Safety Division**  
SDG 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

3M is improving occupational health and safety by 3M transferring our knowledge to national institutions, creating employer and worker education programmes, and delivering health and safety content and solutions to employers, workers, policymakers, and key opinion leaders through many channels.

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# A message from Mike Roman



## The pandemic has reinforced the importance of science in solving critical challenges

The past year has brought extraordinary challenges. It has also been a time to recommit to our values, our priorities, and the difference we want to make in the world. I am proud of how 3M employees stepped up to lead during a unique moment in history.

We fought Covid-19 from every angle, including producing more than two billion respirators to help protect healthcare workers and first responders. Following the George Floyd tragedy in Minneapolis, we built on our history of advancing social justice by launching an ambitious plan to improve diversity, equity, and inclusion within our company and community. Equally important, we are accelerating our commitment to sustainability, a value that matters deeply to 3M employees, our stakeholders, and me personally.

We are committed to being leaders in sustainability. We have reduced our greenhouse gas emissions by 71.1%

over the past two decades and moved 42.9% of our manufacturing sites to zero waste. Our global headquarters in St. Paul, Minnesota — home to 30 research labs and buildings — is fully powered by renewable electricity.

In 2020, 3M products helped our customers avoid

**16.6M**

tons of emissions,

the equivalent of taking 3.6 million cars off the road.

Earlier this year, we introduced significant initiatives as we apply 3M Science to shape a world with cleaner air, better water quality, and less waste.

3M is committing to become carbon neutral across our global operations. We expect to further reduce carbon emissions, aiming for a 50% reduction by 2030, an 80% reduction by 2040, and to become 100% carbon neutral by 2050. These reductions will be driven by innovation that will help accelerate the improvements that our world needs to address climate challenges.

**Over the next 20 years, 3M will invest approximately \$1 billion to deliver on our new environmental goals and support continuous improvement in our manufacturing operations.**

Additionally, we expect to achieve a 10% reduction in water use by 2022 and a 25% reduction by 2030 —

saving about **9.5B** litres of water annually.



We will install advanced filtration technology by the end of 2023 at 3M's largest water-using sites and have this technology fully operational by 2024, as we move to return even higher quality water to the environment after its use in our facilities.

These initiatives will help us build a stronger company and a more sustainable world. Over the next 20 years, 3M will invest approximately \$1 billion to deliver on our new environmental goals and support continuous improvement in our manufacturing operations.

Science fuels our sustainability and societal goals. As CEO, I commit 3M's continued support for the United Nations Global Compact, and our ongoing resolve to apply science to improve lives.

**Mike Roman,**  
3M Chairman of the Board  
and Chief Executive Officer





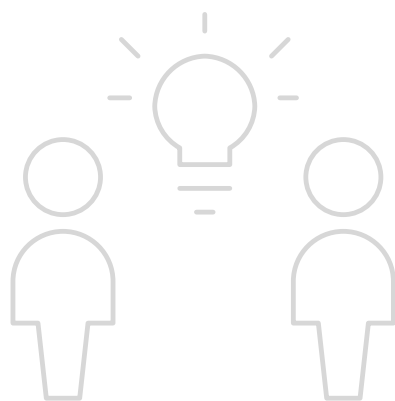
# A message from Gayle Schueller



## Driving progress together

A common thread in our successes of the past year is collaboration. To emphasise the importance of our collaborative efforts, I'd like to highlight a few key examples from the past year. 3M has helped the world respond to the Covid-19 pandemic — accelerating our own manufacturing of deeply needed products as well as sharing our expertise and innovation to collaborate with other companies, universities, and non-profits to help facilitate a robust global effort.

At the same time, recognising the growing problem of plastic waste, we reinvested in the Closed Loop Infrastructure Fund and helped drive increased recycling and circular economy infrastructure. 3M also announced a partnership with the United Nations Global Compact to advance the SDG Ambition, a programme to accelerate the achievements of the United Nations Sustainable Development Goals (UN SDGs) by helping companies integrate them into their core business objectives. We are collaborating with programme partners to share our leadership experience in programme development and sustainability goal-setting as a diversified global manufacturer.



## 2020 was marked by changes and challenges that grounded us all in what's truly important

The Covid-19 pandemic and impassioned protests for social justice around the world have made our path forward very clear: We must do more for the health of our planet and its people. For 3M, these challenges strengthened our commitment to sustainability. We made great strides toward our 2025 Sustainability Goals and across our pillars of Science for Circular, Science for Climate, and Science for Community.

## Accelerating action in 2021

We are excited to build on the positive momentum of our actions in 2020 with an invigorating start to 2021. In February, we announced that we will invest approximately \$1 billion over the next 20 years to accelerate new environmental goals to achieve carbon neutrality by 2050, reduce water use by 25% at our sites, and return higher-quality water to the environment after use in manufacturing operations.

As we move into the remainder of 2021, advancing sustainability and positive impact remain a core focus for our employees, operations, communities, customers, and suppliers. I would like to extend a thank you to 3M employees across the globe who remain committed to helping address the world's biggest challenges and to our customers and partners who help us put sustainable solutions into action. As always, I look forward to sharing our progress and continuing to work together to build a more sustainable and resilient world.

**Gayle Schueller**  
Vice President and  
Chief Sustainability Officer

# A message from Lars Hanseid



## As a region we were proud to play our part supporting our employees, health care workers and first responders during the global pandemic in 2020

Our manufacturing sites in Sweden remained fully operational, supplying essential personal protective equipment, with full Covid-19 safety measures in place to protect employees.

At the start of the pandemic, we set up an Incident Management team - made up of the regional business and functional leaders, along with Environmental Health and Safety (EHS) subject matter experts – to support employees working from home and manage our phased return to workplace programme.

Despite the disruption caused by Covid-19, we remained fully committed to supporting 3M's sustainability framework and meeting local environmental targets.

We are delighted that our global headquarters have joined our manufacturing sites in Sweden by using 100 percent renewable electricity.

Through our continuous improvement programme, we also drove further reductions in waste, water and energy consumption. A number of these improvement projects at our Västervik and Gagnef sites were recognised with global Pollution Prevention Pays (3P) awards – given annually by 3M in recognition of good environmental management.

Health and Safety was a major focus in 2020 and we are proud to report that the Gagnef site received a prestigious 3M CEO EHS Award to mark two years without a lost time accident.

Diversity and Inclusion was also in the spotlight in 2020. The rainbow flag was raised at the Värnamo, Västervik and Gagnef sites to celebrate Pride Month and show support for the LGBTQ+ community.

At 3M our science-based innovations help our customers become more sustainable, we constantly strive to improve the environmental impact of our own processes, while our people are also given company time to support local communities. Jens Öhman from 3M Finland spent part of 2020 working virtually with the West Africa Aids Foundation in Ghana to help expand its HIV/AIDS prevention and treatment programmes, organised through the 3M Impact Health Care programme.

We celebrated some of our achievements during a special Sustainability Week, held in September, with a focus on our Strategic Sustainability Framework.

- Science for Circular
- Science for Climate
- Science for Community

We started the week with a focus on virtual community volunteering where all employees were invited to take part in a sustainability-based research project on their laptop. The rest of the week was dedicated to online sessions on circular and climate hosted by

subject matter experts. We also invited three of our customers to share their own sustainability ambitions in an online panel discussion.

As always, collaboration is the key that will help us to solve world challenges.

**Lars Hanseid**  
Vice President EMEA  
Corporate Affairs,  
Managing Director North Europe Region

**Between 2015 and 2020 Gagnef, Västervik and Värnamo achieved the following:**

Reduced the amount of material sent for landfill and incineration by  
**49%**  
indexed to net sales.



Water usage decreased by  
**24.2%**  
indexed to net sales.



Improved their energy efficiency by  
**34.8%**  
indexed to net sales.



Since 2016 Gagnef, Värnamo and Västervik have been powered by  
**100%**  
renewable electricity.





# Who we are

Advancing our impact for the greater good

## 3M at a glance

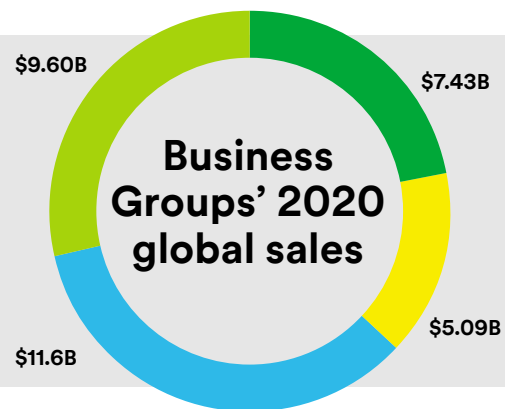
3M is a global science-based technology company. Founded in 1902 we have a proud history as one of the most innovative and ethical companies in the world. We support our customers in four core business areas through the manufacture of more than 55,000 products.

Our business groups have full responsibility for all aspects of strategy, portfolio optimisation, and resource prioritisation across our entire global operations. This ensures accountability to serve both global and local customers, while enabling stronger customer insights and innovation. It allows us to leverage similarities across markets, while maintaining the robust local capabilities that differentiate 3M.

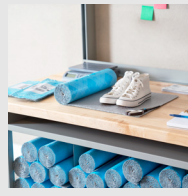
This model enabled us to respond to Covid-19 with agility — from our significant expansion of respirator production to our ability to maintain business continuity and serve customers.

At 3M, many of our products are either designed for our customers or to meet a specific performance or requirement. Working in both categories carries us through multiple commerce channels, distribution models, direct models, retail models and, increasingly, e-commerce.

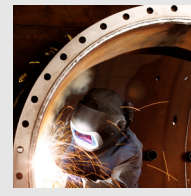
Manufacturing, supply chain and customer operations are consolidated into an end-to-end Enterprise Operations organisation. Our regionally distributed manufacturing approach allows us to apply the expertise of our people to serve customers in all geographies. Finally, key capabilities are part of our global Corporate Affairs organisation to advance sustainability, our brand and reputation.



Health Care



Consumer

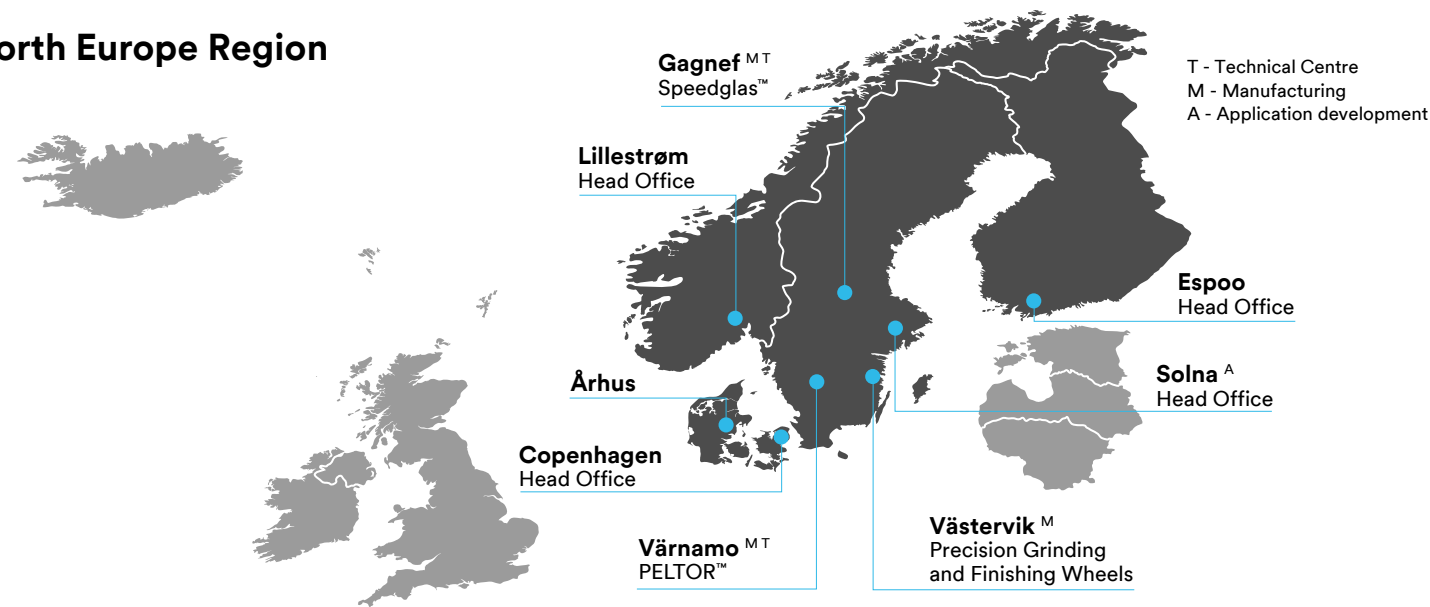


Safety & Industrial



Transportation & Electronics

## North Europe Region



Our three sites in Sweden manufacture thousands of products for the Safety & Industrial business group.

Offices in 70 countries including DK, NO, FI, SE, where staff are responsible for sales, marketing and communication.

R&D labs and application engineering in 51 countries, with three in Sweden, where innovative solutions and products are created for our customers.



## Imagine a world where every life is improved.

Sustainability is a core commitment at 3M. We understand that our impact, as we improve our business, our planet, and every life, can be far greater when done in collaboration with our customers, communities and governments. From our highly collaborative work environment to our community of scientists and [51 core Technology Platforms](#), we have the resources and the desire to make a real difference in the world.

This is the continued story of our purpose: #improvinglives

**96.1K**  
3Mers globally

**>200**  
sites

**50+**  
customer centres  
around the world incl.  
DK, FI, NO & SE

Over  
**55k**  
products

**\$32.2B**  
in sales

Sales in  
**70**  
countries

One of  
**30** companies on  
the Dow Jones  
Industrial Average

**\$1.88B**  
in R&D spend

**>125k**  
patents

**51** Technology  
Platforms  
applied across  
four business groups

More than  
**800**  
brands



# 3M Value Model

The power of 3M comes from the way we connect our strengths to our customers

These strengths — technology, manufacturing, global capabilities and brand — are the core of 3M. Our value model links our vision, our strengths, the priorities we’re driving, and our values as a company. It makes us unique and differentiates us in the marketplace.

## Our Vision

- 3M Technology Advancing Every Company
- 3M Products Enhancing Every Home
- 3M Innovation Improving Every Life

3M’s corporate Vision inspires and motivates us. It’s our North Star, guiding our work every day.

Our Vision is about three things: what we do, how we do it, and where we do it. Every day we strive to advance, enhance, and improve, using our technologies, products, and innovation. And we can do this for every company, every home, and every life.

## Our Values

Our values bind us together as 3M employees and are shared across business groups, functions, and geographies.



### Strengths

- Technology
- Manufacturing
- Global Capabilities
- 3M Brand

### Priorities

- Portfolio
- Transformation
- Innovation
- People & Culture

### Values

Diversity, equity, and inclusion  
Sustainability  
3M Code of Conduct

### Vision

3M Technology Advancing Every Company  
3M Products Enhancing Every Home  
3M Innovation Improving Every Life

## Our Strategic Sustainability Framework

Our corporate Vision culminates in our ambition to improve every life. Together with our values, these elements drive our approach to sustainability through the Strategic Sustainability Framework. Our intent is to use a science-based approach to tackle challenges most material to 3M and critical to our planet and the people living on it. We are focusing on three priority areas:

### Science for Circular

### Science for Climate

### Science for Community



### Stakeholder engagement

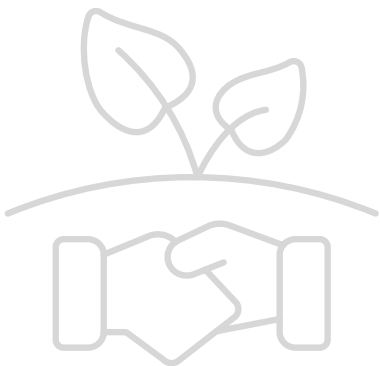
3M’s stakeholder engagement strategy on priority topics continues to evolve as we engage in activities to increase understanding, to seek technical expertise and to evaluate strategic

partnerships. We frequently engage 3M employees globally through sustainability communications and events with diverse content based on our priority topics.



# Materiality assessment

Every other year, starting in 2014, 3M has commissioned GlobeScan, an independent research consultancy, to assist us in better understanding our stakeholders' perspectives of key issues and assessing our corporate reputation and leadership opportunities.



3M conducted a similar process through an internal online employee survey. Following the GlobeScan assessment, we analysed insights and inputs from stakeholders and developed the sustainability priority matrix. The priority matrix also demonstrates how our 2025 Sustainability Goals align with the UN 2030 Agenda for Sustainable Development, which includes 17 (SDGs). Watch our video on SDGs [3M: Sustainability and Innovation](#)

From 2014 to 2020, climate-related issues have increased in importance for 3M, with climate change as the

most important issue to stakeholders, even when asked during the evolving context of the Covid-19 pandemic.

Since 2016, transparency and human rights increased from Tier 2 to Tier 1 priorities with the highest relative impact on 3M's reputation. Plastic and packaging waste are also a Tier 1 priority.

Focus areas that decreased in importance from Tier 1 to Tier 2 in 2020 were community safety and health, safe working conditions, ethical business practices and reducing waste from operations.

Data provided in this Sustainability Report includes information focusing on items with high potential to impact 3M's reputation and items that are of great importance to internal and external stakeholders, as defined by the materiality assessment.

Priority topics apply to each entity within the 3M organisation. The prioritisation for the different topics may vary within 3M operations and geographies, but they are still a priority. The priority topics and achievements for Gagnef, Värnamo and Västervik is seen below.

Science for Climate

Innovate to decarbonise industry, accelerate global climate solutions and improve our environmental footprint.

1	Climate change	13 CLIMATE ACTION
1	Poor air quality	3 GOOD HEALTH AND WELL-BEING, 11 SUSTAINABLE CITIES AND COMMUNITIES
1	Excessive energy use, including declining energy resources	7 AFFORDABLE AND CLEAN ENERGY
3	Responding to natural disasters	2 ZERO HUNGER

Powered by 100% renewable electricity since 2016

Scope 1: 1,760 metric tons of CO<sub>2e</sub>  
Scope 2 (Location-Based): 689 metric tons of CO<sub>2e</sub>

Improved energy efficiency by 34.8% from 2015, indexed to sales.

Globally avoided nearly 75 million metric tons CO<sub>2e</sub> customer emissions

Science for Circular

Design solutions that do more with less material, advancing a global circular economy.

1	Plastic/packaging waste	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
1	Accumulation of toxic substances	3 GOOD HEALTH AND WELL-BEING
1	Limited availability of sustainable products/services	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
1	Poor water quality	6 CLEAN WATER AND SANITATION
2	Waste from manufacturing/ operations	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
2	Shortages of available fresh water	6 CLEAN WATER AND SANITATION
2	Scarcity of raw materials	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 15 LIFE ON LAND

Reduced manufacturing waste by 49% from 2015 to 2020 indexed to sales

1/3 of our manufacturing sites in Sweden are zero landfill

Total water usage decreased by 24.2% from 2015 to 2020 indexed to sales

Achieved 100% Sustainability Value Commitment for new products in 2020

Science for Community

Create a more positive world through science and inspire people to join us.

1	Violations of human rights	8 DECENT WORK AND ECONOMIC GROWTH
2	Ethical business, safe working conditions, and poor treatment of workers in the supply chain	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2	Support community building and engage with citizens on sustainable behavior	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 17 PARTNERSHIPS FOR THE GOALS
2	Human health including community health and safety, spread of human diseases, and food safety	3 GOOD HEALTH AND WELL-BEING
3	Workforce diversity, improving access to education, and addressing unemployment	4 QUALITY EDUCATION, 5 GENDER EQUALITY, 10 REDUCED INEQUALITIES

3M reached food banks in DK&FI with hunger relief grants in 2020.

In 2020 \$55.6K in cash donations

Gender equality of 45% in NER executive management team



# Advancing impact

Strengthening our goals to help create a sustainable future

Our goals are becoming stronger and gaining momentum as we recognise how much needs to be done in order to make the world more sustainable for future generations. We organise our 2025 Sustainability Goals to fit within each pillar of our Strategic Sustainability Framework with alignment to the United Nations 17 SDGs. See our 2019 video on [3M: Sustainability and Innovation](#). All goals are 2025 with 2015 baseline unless stated otherwise.

## Science for Circular

- Require every new product to enter 3M's commercialisation process to have a Sustainability Value Commitment (since 2019)
- Reduce manufacturing waste by **10%**, indexed to sales
- Achieve zero landfill status at **>30%** of manufacturing sites
- Drive supply chain Sustainability through targeted raw material traceability and supplier performance assurance
- Engage **100%** of water-stressed/scarc communities where 3M manufactures on community-wide approaches to water management

- Reduce global water use indexed to sales by **25%** by 2030.<sup>1,2</sup> (Intermediate goals of **10%** by 2022 and **20%** by 2025)
- Reduce dependence on virgin fossil-based plastic by **56K** metric tonnes by 2025.
- For 3M's global manufacturing operations, enhance the quality of water returned to the environment by 2030. Our initial focus is on state-of-the-art water purification technology at the largest U.S. water use locations; operational by the end of 2024<sup>1</sup>

## Science for Climate

- Help our customers reduce GHGs by **250** million tons of CO<sub>2</sub>e emissions through use of 3M products
- Improve energy efficiency indexed to net sales by **30%**
- Increase renewable energy to **50%** of total electricity use by 2025 and to **100%** by 2050
- Achieve carbon neutrality in our operations by 2050. (Intermediate goal to reduce Scope 1 and 2 market-based GHG emissions by at least **50%** by 2030 and **80%** by 2040<sup>1,3</sup>)



## Science for Community

- Double the pipeline of diverse talent in management to build a diverse workforce
- Provide training to five million people globally on worker and patient safety
- Invest cash and products for education, community, and environmental programmes
- Donate **300,000** skills-based work hours across the globe
- **100%** participation in employee development programmes to advance individual and organisational capabilities
- Invest **\$50** million to address racial opportunity gaps in the U.S. through workforce development and STEM education initiatives<sup>5</sup>
- Double the representation of Black/ African American and Hispanic/Latino employees in the U.S.<sup>5,6</sup>
- Advance economic equity by creating five million unique STEM and Skilled Trades learning experiences for underrepresented individuals<sup>7</sup>
- Maintain or achieve **100%** pay equity globally<sup>5,6</sup>



1 2019 is the baseline measurement year. 2 Expands our previous commitment, which aimed to reduce water use by 10% between 2015 and 2025. 3 Established in 2021. 4 Expands our previous 2025 goal to stay below 50% of our 2002 baseline, meaning 3M's 2030 Scope 1 and 2 emissions will now be reduced more than 85% from 2002 levels. 5 2020 is the baseline measurement year. 6 Established in 2020 to drive trend and trajectory progress over time. 7 2021 establishing baseline measurement year. 3M defines underrepresented individuals in the United States using National Science Foundation research. For global definitions, we rely on gender diversity and local context for marginalised populations.





# Communities

Helping to make a difference in the world through science

Science for Communities is one of the three pillars in our Strategic Sustainability Framework. 3M helps build sustainable community through strategic investments and the involvement of 3M businesses, sites, and employees worldwide who volunteer and leverage their skills to make a difference.

## 3Mgives

3Mgives is our corporate giving organisation, focusing on three key areas:

**Education:**  
Encouraging young people to study science, technology, engineering and mathematics (STEM) subjects and learn trade skills.

**Sustainability:**  
Accelerating global solutions to tackle climate change and advancing a circular economy to foster sustainable communities and improve lives.

**Community:**  
Enhancing community vibrancy by improving standards of living and preparing young people for life-long success.

Since 2019 local 3Mgives country leaders have planned and coordinated local activities with support from our regional 3Mgives team. We pivoted much of our work in 2020 to focus on our Covid-19 response and doubled our commitments to equity, diversity, and inclusion in our communities.



## Science for Community

**Goal:** In 2020, 3M announced a new goal to invest \$50 million to address racial opportunity gaps in the U.S. through workforce development and STEM education initiatives by 2025.

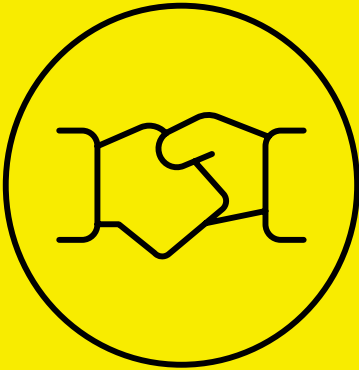


On May 25, 2020, George Floyd, a 46-year old Black man, was killed in Minneapolis, Minnesota, just 24 kilometres from 3M headquarters. This horrific event spurred a transformation within 3M — one that resulted in a commitment to social justice on a scale never before seen in our company's history



**Covid-19 community efforts**  
3M responded early and rapidly to the pandemic, supplying critical products to dedicated frontline health care workers and first responders. Throughout 2020, 3M made financial donations, product donations, and designed products to help in the fight against Covid-19.

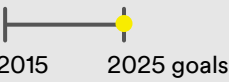
In response to increased demand generated by the Covid-19 pandemic, we manufactured two billion respirators globally in 2020 — tripling our 2019 production rate.



## Science for Community

**Goal:** Invest cash and products for education, community and environmental programmes by 2025.

**Corporate progress:**  
3M continues to invest in the advancement of Science, Technology, Engineering and Maths (STEM) and business partnerships for social good.



Since 1953, 3M has invested \$1.81 billion in cash and product donations in 3M communities globally.

**Regional results:** In 2020 Sweden, Norway and Finland contributed \$55,620 in cash donations to 3M communities. Support focused on local cancer associations and the Norwegian Air Ambulance Service.

**Support for good causes**  
At Värnamo and Gagnef bake sales were held in March to raise funds and awareness for Breast Cancer Month. In March, 3Mers at Värnamo took part in the Rock your Socks campaign to raise awareness of World Down Syndrome Day. Employees were encouraged to wear bright, odd socks to work.

In November, employees in Sweden took part in the annual Movember Charity event to raise awareness of men's health issues, such as prostate cancer, testicular cancer and male

suicide, by seeing who could grow the most impressive moustache raising funds for Movember.

**Empowering local communities**  
To help address COVID-19 and the growing social needs in our communities, 3M reached food banks in Denmark and Finland with a hunger relief grant. In total 41 countries recieved a hunger relief grant

**Giving that starts at home**  
In 2020, employees all over the world contributed \$3.04 million in donations and pledges to the Community Giving Programme.

Our 3M Foundation matched more than \$5.80 million in donations to help solve our communities' greatest needs.

3M reached food banks in DK&FI with hunger relief grants in 2020.





# Communities

Helping make a difference in the world through science

## Science for Community

**Goal:** Provide 300,000 work hours of skills-based volunteerism by 3Mers to improve lives and help solve society's toughest challenges.

**Corporate progress:**  
In 2020 3M provided 14.6K work hours of skills-based volunteerism through 3M Impact.



**Regional results:** On Global Volunteer Day 3Mers were encouraged to take part in a Zooniverse sustainability-based research project on their laptop.

The projects chosen were aligned to 3M's Strategic Sustainability Framework and the four UN SDGs:



3Mers could spend up to one day of company time taking part in one or more of these virtual projects and these volunteer hours contributed to the region's 3Mgives volunteering target of 2,020 hours in 2020.



## 3Mers making an impact in Ghana

Jens Öhman from 3M Finland worked with the West Africa Aids Foundation (WAAF) in Ghana to help expand its HIV/AIDs prevention and treatment programmes. This virtual volunteering project was organised through the '3M Impact Health Care' programme.

Working with 3M colleagues from the US and Jamaica, the global team helped WAAF replicate its unique partnership with the International Health Care Centre to provide both preventive education and care without stigma for HIV infected patients.

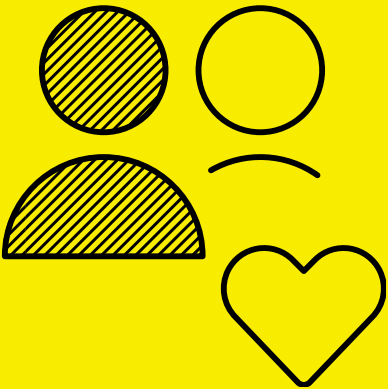
The team's objective was to design the strategy and operations for an alliance to work together towards the elimination of HIV by 2030 including: steps to guide the formation and operations of the alliance; mapping of key stakeholders; ways to get buy-in from stakeholders; and determining processes to collect and analyse data generated through the alliance.

Over three months, the team dedicated some 80 hours of their time to help deliver the programme. Previously teams have been able to visit their host clients, but in 2020 the work was done virtually.

3M Impact, run by 3Mgives, is our portfolio of employee programmes giving 3Mers the opportunity to take part in skills-based volunteering projects in local and global communities. Projects are delivered by 3M's implementation partner PYXERA Global, working with local NGOs and social enterprises. In response to both Covid-19 and 3M's commitment to social justice, we launched 3M Impact Health Care, to use our expertise to help address health care inequities.

In 2020 sixteen 3Mers from diverse departments globally worked in four teams with different host clients to solve healthcare inequities.

Commenting on the project, Jens said: "I'm proud to be one of the participants in this new virtual pro-bono programme to help improve healthcare equity in Ghana. It has been an honour to work with 3M colleagues in other parts of the world and WAAF on such an important project that will improve the quality of people's lives."



## Empowering the next generation

3M empowers the next generation of scientists and engineers by supporting education initiatives aimed at different age levels in STEM.

In April 2020 3M launched the new programme Science at Home designed to provide fun, educational science experiments for students aged 6 to 12 who were suddenly distance learning due to the Covid-19 pandemic. The free online video library contains more than 20 experiments, each featuring a 3M scientist, engineer, or a special guest performing a simple experiment. To learn more, see [Shrinking potatoes](#) and [liquid fireworks](#).

Our strategic STEM investments are guided by 3M's annual [State of Science Index](#), a 14-country global survey that tracks attitudes about science.





# Employee diversity, equity and inclusion

Cultivating a connected community by listening, understanding and acting

## Our commitment

Diversity, equity and inclusion (DE&I) is the foundation of our Value Model, which comprises the actions we take. Our [Code of Conduct](#) lays out what it means to be a 3M employee and includes the [3M Respectful Workforce Principle](#).

**Be Respectful:** We strive to create a work environment that reflects and values the best in all of us, where we treat each other respectfully and professionally, and where individual differences are valued. To foster this kind of workplace, we follow our [Equal Employment Opportunity policies](#).



## Science for Community

**Goal:** Double the pipeline of diverse talent in management to build a diverse workforce by 2025.

**Corporate progress:** We improved our global Diversity Index by 10.6 points, from 32.6% to 43.2%, towards the goal of 65.2%.



Our definition of diversity includes gender, race/ethnicity, nationality, people with disabilities, U.S. military veterans, and people who identify as lesbian, gay, bisexual, transgender, questioning, or intersex (LGBTQI+). The 3M Diversity Index represents the total number of diverse leaders in 3M.

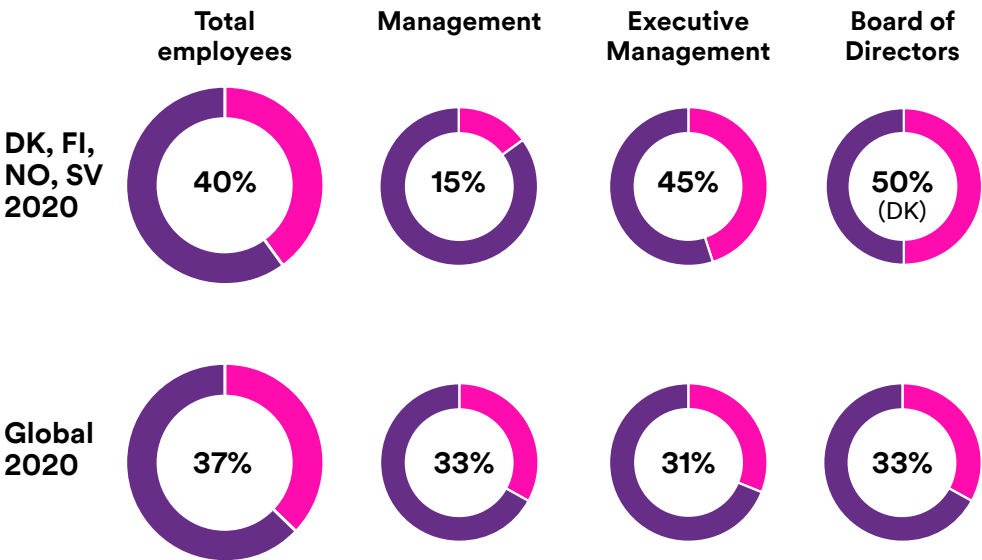
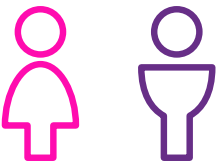
**Regional results:** In our North Europe Region women make up 45 percent of our executive team.

The company policy is to actively consider diversity of gender, race and national origin when selecting recruitment and nomination of managers.

In addition, 3M a/s meet and exceed the Danish direction of the gender composition. Since 2017, the gender representation on the Danish Board of Directors has been 50 percent, with two women among our four Supervisory Board members, elected by the General Assembly. This fulfils our objective for gender diversity for Denmark. To support this goal, women make up 43 percent of the participants in our high-potential development programme in 2020. Our regional DE&I team drives activities through the local representatives from all the countries in the region.

## Gender diversity

These graphs highlight the percentage of female employees globally and as a total for the 2020 workforce in Denmark, Finland, Norway and Sweden.



## Monitoring the gender diversity in our manufacturing sites

At Gagnef, the division of the total workforce is 66 percent men and 34 percent women; but when it comes to management roles, the split is 50/50.

The same strong gender diversity is seen in Värnamo, where the gender

diversity in the management team is 50 percent, mirroring the female representation in the total workforce.

At Västervik females make up just 14 percent of the workforce, due to the nature of the work which involves using heavy machinery. A third of the leadership roles at the site are held by women.



## Equity

In 2020, social justice, racial equity, and inclusion were critical topics across the world. 3M's CEO Inclusion Council drives our commitments to the [United Nations Women's Empowerment Principles](#) and [LGBTI Standards of Conduct for Business](#). Following the death of George Floyd, our CEO Mike Roman announced a framework to listen, understand, and act and more than 5,000 employees globally participated in a virtual conversation.

## Inclusion

We issued our first-ever [Diversity, Equity & Inclusion Report for 2020](#), where 3M's workforce representation and pay equity is shown. In 2020, 76 percent of employees felt included, which was an increase from 70 percent in 2019.

3M has committed to having processes, policies and programmes in place that promote equality and safety, prevent harassment and discrimination, and advance women and LGBTI individuals in the workplace and the community.

## Showing our pride

For the first time ever, 3M flew the Pride flag at its global headquarters in St. Paul, Minnesota, during Pride Week 2020. The Värnamo, Västervik and Gagnef sites responded and also raised the rainbow flag for the first time to celebrate and show support for the LGBTQ+ community.

Said Sofia Ljungkvist, who is a member of the NER DE&I team from the Värnamo site: "Small, socially distanced, ceremonies were held outside at both the Värnamo and the Gagnef sites to mark the raising of the flag with positive feedback from employees."

Katharina Siska-Johansson represents the Västervik site. She said: "At all the sites we shared 3M's mission to advance a culture where every employee feels empowered to be themselves at work."

The rainbow flag also went on display at the Copenhagen office in Denmark and the Solna head office in Sweden.

## Ally workshops

During 2020, all employees in the Nordic countries were invited to attend Ally workshops run by our regional 3M Pride team. The workshops, which were attended by 130 employees in the region, raised awareness of the challenges faced by LGBTQ+ people in the workplace and showed how 3Mers can best support them.





# Värnamo

## 3M site spotlight

The Värnamo plant makes 3M™ PELTOR™ communication headsets for both military and industrial customers; an iconic product in Sweden that has become the generic name for ear defenders.

### Health and safety milestones

In 2020 Värnamo reached the milestone of one year without a lost time accident, the result of a continued focus on health and safety by all employees every day. A number of improved safety controls and practices were also introduced around the site, such as high hazard risk assessments and improved ergonomics for workers. In addition, the site moved to the

second phase of its Pedestrian Safety project. This began in 2019 to reduce a number of identified risks related to pedestrian safety in the carparks and walkways, particularly in the dark mornings and evenings of the winter. This involved installing new lighting and markings on the walkways and a new electric pedestrian gate separate to the main vehicle gate. New safety signage was also put up and a designated parking area for bicycles was created.

Reduced water usage by  
**1/3** in 2020



#### Circular

No manufacturing waste was sent to landfill from Värnamo in 2020, repositioning the site's previous recognitions as a zero landfill site. Closed-loop systems in the manufacturing processes help keep the water use in Värnamo to a minimum.

Achieved  
**100%** zero landfill site in 2020



#### Climate

The EHS team at Värnamo strive for continuous improvement and completed a total of five 3P Programmes in 2020. One example, was to replace an external roll-up door with an insulated door in the hot work area. This resulted in a saving of 9,000kWh in energy use per year, corresponding to 6 metric tons of CO<sub>2e</sub> emissions.

Renewable energy  
**100%** of total electricity use in Värnamo



#### Diversity and ethics

The site is proud to report on gender equality with women representing 50 percent of both the total workforce and the management team. Also, ethics is a cornerstone for the site. Besides the global online training on ethics and compliance topics for supervisors, Värnamo rolled out an additional training in local language to 95 percent of their factory floor workers.

Gender equality of  
**50%** in management team and total workforce



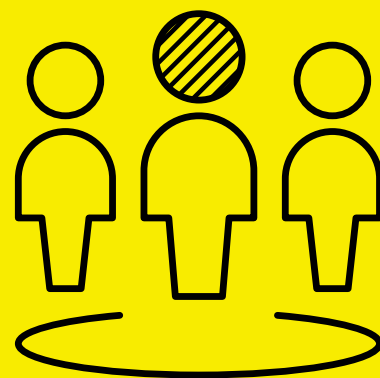
Till förmån för  
**BRÖSTCANCER FÖRBUNDET**



### Headsets give a boost to community charity

Charity contributions donated from sales of a new range of 3M™ PELTOR™ WS™ ALERT™ XPI headsets, together with the generous support of 3Mers and customers, has raised more than \$50,000 for four local charities. The headsets were designed with blue and pink cups in support of the Breast Cancer Association.

As well as supporting leading charities, the site promotes wellbeing and sponsored a soccer summer camp for kids in 2020. Värnamo has also sponsored educational materials for schools, focusing on sustainability and road safety.



3M is one of the largest employers in the area, with around 300 people on site at Värnamo. They work on the factory floor, in the office and in a dedicated Research and Development facility where the latest innovations, such as headsets compatible with digital two-way radio systems and Bluetooth, are created.

Testing is also carried out on site in a state-of-the-art Anechoic Chamber facility that replicates the noise conditions faced by the army, such as being in a helicopter, allowing

engineers to develop and test products that work in those tough conditions.

During the pandemic, PELTOR headsets become even more valuable, enabling employees working in noisy environments to communicate clearly while cancelling out background noise and remain socially distanced. They have been used at 3M sites to run daily team meetings held on the factory floor as well as in combination with video, an iPhone and mobile gimbal to host virtual factory tours.





# How we work

Just as sustainability is embedded throughout our Value Model, sustainable thinking is embedded into the core of 3M and in the strategic planning process we use for every business. In each of our business groups and areas, we have dedicated sustainability leaders who develop a strategy for their market demands and business goals.

Throughout 2020, we worked differently due to Covid-19, but we expanded on Science for Community as we collaborated in new ways with other companies and with each other to help fight Covid-19, all while shifting

how we work, whether remotely or on-site. Even in the midst of a pandemic, we continued to build sustainability into our products and our processes.

## Human rights

### We do business one way: the right way

Our [Human Rights Policy](#) applies to all 3M employees and contingent workers as well as anyone doing business with or on our behalf, and others acting on 3M's behalf. In 2014, we became a UNGC participant, committing to align

our operations and strategies with the UNGC principles on business and human rights.

We support its “protect, respect, and remedy” framework and its principles of due diligence. See our [corporate report](#) for more on 3M's support of other human rights charters.



## Corporate governance

### Board of Directors

Receives regular sustainability updates at Board meetings. Reviews sustainability-related risks as part of 3M's enterprise risk programme.

### Science, Technology & Sustainability Committee of the Board of Directors

Provides primary oversight of 3M's sustainability and stewardship activities. Reviews 3M's sustainability policies and programme to identify and analyse significant sustainability, materials vulnerability, and geopolitical issues that may impact 3M's overall business strategy, global business continuity, and financial results.

### Innovation Steering Committee

Provides leadership, oversight, and strategy to encourage and ensure sustainability opportunities are recognised. Develops and monitors

adherence with strong sustainability-related policies and procedures. Includes 3M's CEO, CTO, and SVP Environmental Responsibility, General Counsel, SVP Corporate Affairs, and EVP Consumer Business Group.

### Chief Sustainability Officer

Leads 3M's sustainability activities. Reports to the Science, Technology & Sustainability Committee of the Board of Directors, the Innovation Steering Committee, and other internal and external groups.

### Sustainability leaders in business, areas, and enterprise-wide

Drives Strategic Sustainability Framework priorities and initiatives consistent with the scope of their role. Leads customer relationships to solve shared global challenges.

## Enterprise risk

Climate change, as well as related environmental and social regulations, may negatively impact 3M or its customers and suppliers in terms of availability and cost of natural resources, sources and supply of energy, product demand and manufacturing, and the health and well-being of individuals and communities in which we operate.

To address these and other risks, 3M maintains a formal Enterprise Risk Management Analysis to review enterprise-level risk. Additionally, 3M has a Business Continuity and Planning Process as well as a Corporate Crisis Management programme to coordinate the efforts of local crisis management teams maintained at each 3M site and subsidiary.

Corporate and local plans consider the risk of corruption and bribery, natural disasters, infectious disease, employee safety, protection of assets and customer service. Climate-related risk is also assessed as part of our analysis of physical risk to our manufacturing sites, such as sea level rise based on modelling for 1.5°, 2°, and 4°C temperature increases. Based on our analysis of physical risks to individual 3M manufacturing sites, none are deemed to create overall enterprise risk due, in part, to the diversity of 3M's global capabilities and our robust business continuity plan.

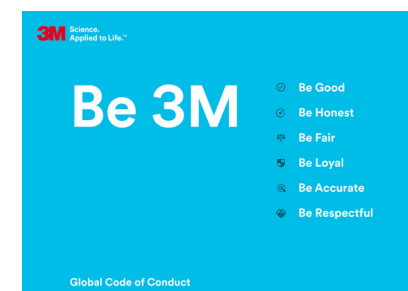
Additional details on our enterprise risk assessments can be found in our [corporate Sustainability Report](#) or our Annual Report on Form 10-K, Item 1A.

## Corporate Code of Conduct

### Keeping ethics and compliance front and centre

The Code of Conduct is part of 3M's Value Model. Our Values bind us together as 3M employees — across business groups and across geographies. We have one Code of Conduct that applies to our 96,100 employees in over 70 countries. Our Code of Conduct summarises 3M's compliance principles and provides direction when the right choice may not be clear. 3M's Code of Conduct defines the expectations for how we work through ‘Be 3M’.

3M employees, including all managers and leaders, are responsible for knowing and following the ethical, legal, and policy requirements.



### Working together to prevent corruption

Our Business Partners can rely on 3M to act with integrity and in compliance with all laws. 3M expects our Business Partners, including customers, suppliers, or any other entity or person involved in a contract or transaction with 3M, to act in the same manner. As a participant in the UNGC, 3M is committed to supporting Principle 10 on Anti-Corruption and prohibits corruption and bribery in all its forms.

3M's Code of Conduct requires compliance with all applicable anti-bribery laws, such as the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, and local laws where 3M operates. In addition, 3M's Anti-Bribery Principle,

### Compliance training in the Nordic countries

The Ethics & Compliance Department provides training globally to ensure that all 3M employees comply with the law, 3M's Code of Conduct, supporting policies, standards and procedures.

In 2020 584 employees in the Nordic countries completed a combined total of 2,614 online compliance courses. In total six courses were sent to all 3M non-production employees. The Export Controls Compliance course was sent to eligible employees and achieved 100 percent completion together with the ‘Confidential information and computer security’ course.

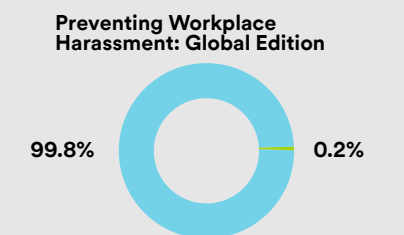
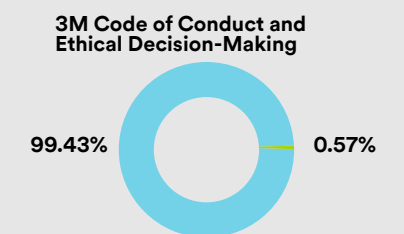
We held a global, virtual Ethics & Compliance Week with the theme “Your Roadmap to the Right Way” focusing on making the right and ethical decisions.



policies and procedures have been communicated to all employees. Most non-production employees are required to complete the biannual ‘Avoiding Bribery and Corruption’ course. This course is a key part of our compliance training and in 2019 it scored a 99 percent on time completion rate by 514 3Mers in the four countries.

In 2020 the Ethics and Compliance team held two online training sessions targeting sales and marketing functions in the Nordic countries, with 137 employees attending. This covered 3M's updated procedure on Gifts, Entertainment and Meals, targeting our compliance within bribery rules and working with government officials.

We reached **100%** completion of our annual code of conduct certification in the quickest time in our history.



**“The world around us is changing fast, but one important guiding principle remains the same at 3M. From one day to another, we are expected to live the 3M values and comply with the 3M Code of Conduct and the local laws in the countries in which we operate. Simply do the right thing always, everywhere. Be 3M. I am proud to report that 3M was named as one of the World's Most Ethical Companies® by Ethisphere for the eighth consecutive year.”**

Mia Eklöf, Ethics and Compliance Manager, Nordic countries



# Employee programmes

Developing employees and building a meaningful culture

At 3M, we lead with culture. We want our employees to focus on making an impact on the world and feel empowered to bring innovation into their work.

## Science for Community

**Goal:** 100% participation in employee development programmes to advance individual and organisational capabilities.

Progress:



**Regional results:** In the four countries we achieved 100 percent completion of employee development plans.

The 2020 Nordic development goals with 2015 baseline has been operationalised. We will no longer report on this metric, as the deployment of our new ‘Performance Everyday’ global process, integrates monthly development conversations between employees and their managers instead of on an annual basis.

## FlexAbility

Enables employees to choose when and where they work, balancing their own preferences with the needs of their team and the job requirements. As we adapt in the wake of the Covid-19 pandemic, a refreshed FlexAbility 2.0 is the first step in our journey towards a new normal for 3M.



## Investing in our people

Our most valuable resource is our people, and we invest in their success. We offer a wide range of programmes, tools, benefits, and discounts designed to help them live their best lives and to grow their career. The Employee Experience Programme was set up by the North Europe Region’s leadership team in 2019. It covers six pillars, each with its own senior leader champion:

- Wellbeing;
- 3Mgives Volunteering and Sustainability;
- Celebrating Success;
- Diversity and Inclusion;
- Communication and Listening; and
- 3M Culture



## North Europe Sustainability Week

The week, held in September, was aligned to 3M’s strategic sustainability framework and included a host of informative and interactive events. Highlights were 30-minute live presentations from subject matter experts; a panel discussion with three 3M customers sharing their sustainability ambitions; and the chance to take part in a virtual volunteering project.

In addition, 3Mers were invited to attend a brainstorming session to share smart solutions for reducing waste in our manufacturing processes. A second ideas lab, run using the interactive Post-it® App, generated ideas for new sustainable 3M solutions, with the best put forward for further development in a hackathon run by the Tech Forum.

Managing director, Lars Hanseid, and EMEA Sustainability manager, Romy Kenyon, launched the week in a live session on 21 September.

Lars said: “As 3Mers, you are the ambassadors of 3M’s values, mission and priorities – and sustainability plays a defining role among them. Our innovations help tackle climate change; our facilities improve their environmental impact; and our people spend hundreds of hours each year helping local communities – these are all achievements to be proud of and to be celebrated.”

Romy said “Our aim is to support all our businesses to increase the role of sustainability in business decisions. Each business must look to align with ESG goals, advance the circular economy and reduce carbon footprint. Our customers look to 3M for thought and action leadership on sustainability. This is not just how and where we source materials and manufacture but also in commitments for social justice, inspiring STEM students and ensuring we are an inclusive and diverse workplace.”

Other virtual events included the chance to stay positive and breathe in guided Mindful Monday meditation sessions; stay energised and stretch in Chair Yoga lessons; and learn new techniques in Think Productive Ninja sessions.

# Environmental, health and safety management

## Caring for our people and our environment

3M is at the forefront of the global effort to bring science and innovation to workplace safety. At the same time, as an enterprise with 96,100 employees working around the world, we are always taking steps to further advance the safety, health and well-being of our employees. Our highest priority is the safety of our employees and the public.

In the North Europe Region, our Incident Management Team managed the local implementation of the global pandemic preparedness plan, governed by our global Corporate Crisis Action Team, to protect the wellbeing of our employees while safely continuing business operations.

## Creating Covid-safe work places

From the start of the global pandemic, 3M site leaders have worked together in a coordinated way to ensure that all necessary safety measures are in place at both manufacturing sites and offices.

The EHS leaders from the Västervik, Värnamo and Gagnef sites in Sweden - Pontus Lind, Jeanette Enbom and Lars Stam – took a proactive approach and immediately set up virtual daily team meetings to share plans and information.

Said Lars: “All three manufacturing sites in Sweden have remained operational throughout the pandemic as we make vital personal protective equipment and abrasives used by industrial companies. From the outset, we introduced additional safety measures at the sites to protect employees and essential visitors. These included creating socially distanced workspaces with screens and the use of hand sanitiser and face coverings on site, and additional cleaning regimes.”

Before introducing any new regulation the team took both 3M’s global guidelines for dealing with Covid-19 as well as local government legislation into account. In every case, the most stringent measures were followed.

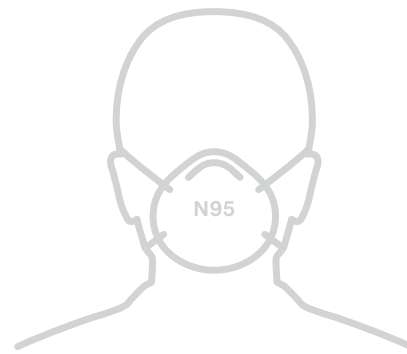
Pontus said: “From the start of the pandemic, office-based employees were asked to work from home. We also limited the number of people able to attend on-site meetings. We did everything possible to make those working on site feel as safe as possible.”

Virtual communication tools and 3M products also played a key role moving some activities and training sessions traditionally carried out in person online.



3M™ Peltor™ Alert XPI headsets, made at the Värnamo site, are used by 3Mers at some sites for daily tier meetings. These enable teams on the factory floor to communicate with each other clearly while cancelling out background noise.

During 2020, communication with employees became more important than ever. Said Jeanette: “We sent out regular Covid-19 updates to employees working across Sweden covering topics such as travel guidance and return to offices. We are now up to version 43 and continuously update the document to reflect guidance from local government and 3M.”





# Celebrating safety milestones in Sweden

3M’s manufacturing sites at Gagnef, Värnamo and Västermik in Sweden all went ahead with their traditional EHS celebration days for employees in 2020. For these annual events 3Mers leave their production posts and desks and take part in a range of safety training, team building and wellbeing activities with safety vests for all. The only difference was that the events were held in a Covid-safe way, including virtual opportunities for employees at home.

## 3M CEO EHS Award goes to Gagnef

Every year since 2006, 3M Gagnef, where 3M™ Speedglas™ welding helmets are made, has arranged an EHS day for all employees. This year, employees enjoyed a 7km walk around a nearby lake followed by an outdoor wellbeing and exercise seminar and a personal development session run by an external speaker.

The prestigious CEO EHS Award was given in recognition of two years without a lost time accident (LTA)

- No lost time injury and/or illness cases;
- No Significant EHS Injuries or Events (SIE);
- Demonstrating EHS Cultural Excellence;
- Advancing health, safety & well-being and
- Demonstrating environmental leadership

Said the site’s EHS manager, Lars Stam: “The EHS day has always been highly appreciated by employees. There was a high focus on safety from all employees during the day and it worked so well holding sessions outdoors that this will be our new standard from now on. It was a great way to celebrate our safety achievements.”



## Värnamo celebrates one year without a lost time accident

The Värnamo site, that makes 3M Peltor communication headsets, celebrated the milestone of one year without a lost time accident. An activity walk around nearby lake Prostsjön was the highlight of the day with 12 sets of exercises during the walk and a Fika break.

EHS leader for the Värnamo site, Jeanette Enbom, said: “We carried out a risk assessment in advance and designed the activity with 10 different start times so that employees were always able to keep 2-metres apart.”



## Västermik celebrates two years without a lost time accident

At the Västermik site, where 3M abrasive wheels are manufactured, the annual EHS day focused on a number of key topics including how to stay active when the gym is closed and working from home. There were also live demos showing how to use a hoist safely.

Said the site’s EHS engineer, Pontus Lind: “For the EHS day we invited a fitness expert to run a session at the site demonstrating some simple workout exercises that employees can do at home. We also marked two years without a lost time accident at the site and in honour of this a celebration lunch was provided for all employees, including those who were working from home.”

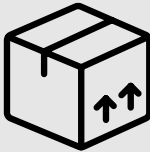


## Applying ISO 14001

The ISO 14001 EMS standard is an internationally recognised approach for managing the environmental impacts of an organisation’s products, services, and processes. Altogether,

our global ISO 14001-certified sites account for

77.4% of transfer value of shipments (TVOS).



All EHS sites in Sweden are ISO 14001-certified.

## EHS policies

The [3M Environmental Policy](#), created in 1975, established the framework for environmental management and conservation of resources, emphasising prevention of pollution at the source. We are committed to complying with all applicable environmental requirements worldwide.

The [3M Safety and Health Policy](#) applies to 3M operations everywhere, including new acquisitions. Hazards in 3M’s workplaces must be well understood and effectively managed to protect 3M employees, visitors, sites, and surrounding communities. We visit sites to identify and manage EHS risks; evaluate compliance with regulatory requirements and conformance to 3M policies and standards; identify opportunities for continuous improvement; and share examples of best practices both internally and externally.

## EHS Management Standard

3M’s EHS Management Standard defines EHS requirements that apply to manufacturing, supply chain, and R&D operations and is the basis for our self-assessment and audit protocols.

## Environmental Management System

3M’s Environmental Management System (EMS) framework provides structure and consistency for overseeing daily activities and puts the company in a proactive rather than reactive mode. The EMS identifies, tracks, and manages corporate-wide EHS management and performance. Each site must implement and manage environmental objectives and goals.

## EHS incident management

Since 2010, all 3M sites have reported incidents such as injury or illness, fire or explosion, environmental exceedances, spills, agency notices, and fines through our EHS 360 system. This system has led to continuous improvements in the awareness of responsibilities, understanding of the holistic system, and more consistent reporting requirements for 3M’s global operations.

## Commitment to PFAS stewardship

PFAS refers to a broad category of compounds that encompasses thousands of materials with distinct and widely varying properties and profiles. Their strong and stable carbon-fluorine bond offers unique performance properties such as resistance to oil, water, chemicals, and fire resistance.

This resistance also means that these compounds do not easily degrade. In 2000, we therefore voluntarily decided to phase out of PFOS and PFOA production globally. 3M has published more than 150 studies on health science and environmental effects of PFAS and created a research clearinghouse of our own research into PFAS testing, remediation and best practice measurement. We continue to invest our resources and our expertise to advance sound science in this important space. To learn more, see 3M’s [Commitment to PFAS Stewardship](#).





# Circular materials

Advancing a global circular economy by designing solutions that do more with less material

At 3M, Science for Circular is one of three pillars of our Strategic Sustainability Framework and focuses on designing solutions that do more with less, keep products and materials in use, and design out waste and pollution.

### Reusable, renewable, and recycled materials

3M continually looks for ways to recover, reuse, and recycle by-products and other surplus material, and we include renewable and recycled materials in our products when we can.

Since 2019 we require every new product entering the commercialisation process to have a Sustainability Value Commitment (SVC). Considerations include reusability, recyclability, and water, waste and energy savings to the specific product throughout its lifecycle. See also the ‘Our products’ section.

### Ellen MacArthur Foundation

In 2020, 3M renewed its membership of the Ellen MacArthur Foundation. Within 3M, multiple cross-functional circular economy working groups focus on different areas, including polymers, chemicals, packaging, cloths/fibres, and other key materials.

### 3M Pollution Prevention Pays

An industry first in 1975, 3M’s 3P programme is based on the belief that a preventative approach to pollution is more environmentally effective, socially acceptable, and economical than treatment.

Over the past 46 years, 3P projects have prevented

2.43M

metric tons of pollutants.



Based on aggregated data from the first year of each 3P project.

Within 3M’s global pollution prevention system, 3M employees can record and track water, waste, energy and air reduction ideas and list any barriers to implementation. Engineers, developers, and managers can see opportunities across our [51 core Technology Platforms](#).

The 3P global pollution prevention achievements: 1975-2020 is illustrated in short tons, which can be converted to metric tons using the conversion factor 0.9072.

Since 2007, Gagnef, Västervik and Värnamo prevented more than

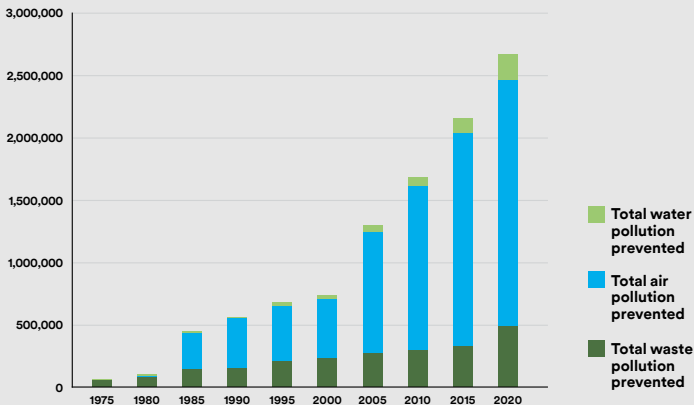
149

metric tons of pollutants.

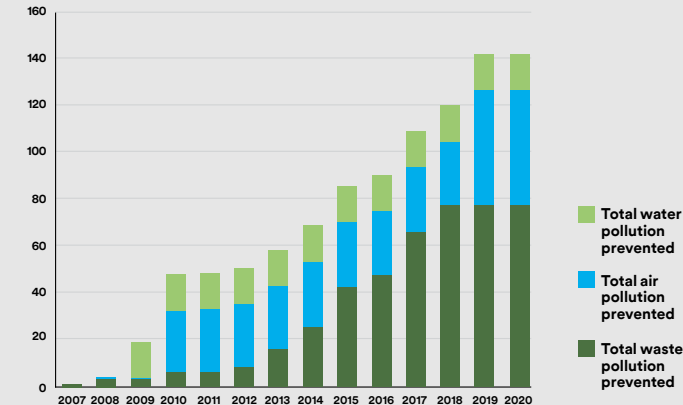


Based on aggregated data from the first year of each 3P project.

3P global pollution prevention achievements: 1975-2020  
First year total pollution prevention cumulative totals, short tons



3P pollution prevention achievements: Gagnef, Värnamo, Västervik, 2000-2020  
First year total pollution prevention cumulative totals, (metric tons)



### 2020 Nordic environmental goals

The 2020 Nordic environmental goals with 2015 baseline has been operationalised. We are now reporting on our corporate metrics that are material to the Nordic countries.

All our three manufacturing sites in Sweden are eligible for reporting on water, waste and energy data into our EHS reporting systems.

Here all sites with a total product output greater than 4.54 metric tons per year report on a quarterly or annual basis. This reporting represents 99.0% of our global TVOS.

Data that cover waste, water and energy consumption are shared as a summary for the Gagnef, Värnamo and Västervik sites in Sweden with a baseline of 2015. These can be found in the Circular and Climate section of this report.

Imagine repurposing a piece of plastic at the end of its use and giving it another life as something else.

### Reducing plastic waste at Värnamo

A Lean Six Sigma project to reduce plastic waste in the injection moulding process used to make parts for 3M communication headsets is preventing waste and energy related GHG emissions every year.

The waste reduction project increased the capacity for cavity tools used in the process from one to four per cycle, reducing the amount of plastic used to make the headsets by 281 kg annually.

As a result of rebuilding the moulding tool, 1264 hours of machine use is being saved every year, reducing electricity use by 15,168 kWh.

Said site Technology manager, David Axelsson: “We are always looking for new ways to improve our processes and reduce waste. This project to increase the capacity for cavity tools has also resulted in significant cost savings.”

The project earned the Värnamo team a global 3P award – given annually by 3M in recognition of good environmental management.





# Water stewardship

Water is an important raw material supporting our manufacturing processes. 3M's [Water Stewardship Standard](#) outlines our commitment to water resources that secure social equity, economic growth, and environmental protection. Water resources include water intake, effluent water discharge, and rainwater.

3M's total water usage includes sanitary, process, heating, cooling, remediation, and other sources. Water usage data is reported annually. Between 2005 and 2020, our global total water consumption decreased 39.8% indexed to net sales.

## Nordic water usage

Most of our water use originates from our office buildings. In our manufacturing sites we have no continuous use of water for processing products. However, water is used for heating and/or cooling during our manufacturing processes.

We are proud to report that the total water usage in our three manufacturing sites decreased by 19.2% between 2015 and 2020.

All three sites positively contributed to this big achievement, with Västervik taking the lead reducing its total water usage by a third from 2019-2020.

Our total water usage decreased by **24.2%** from 2015 to 2020 indexed to net sales.

# Science for Circular

**Goal:** Reduce global water use indexed to sales by 25% by 2030 (Intermediate goals of 10% by 2022 and 20% by 2025).

## Corporate progress:

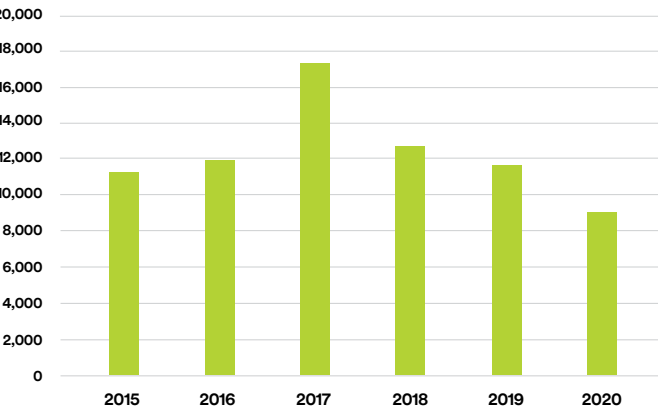
In 2015, 3M set a goal to reduce global water usage by 10%, indexed to sales, by 2025. In 2021, we expanded this goal.



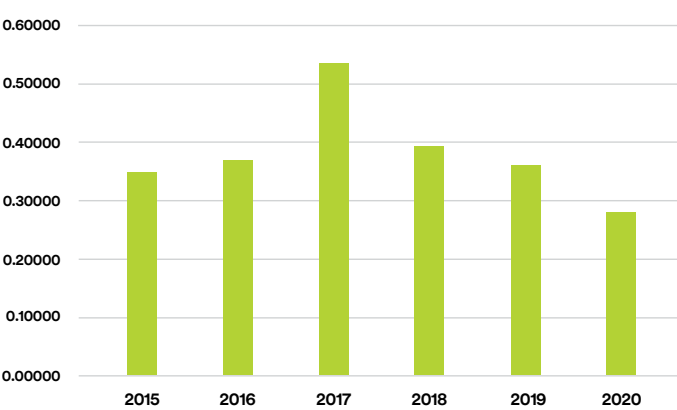
**Regional results:** Our water usage in the three Swedish sites decreased by 24.2% from 2015 to 2020 indexed to net sales. This achieved our Nordic goal of a 10% reduction by 2020, indexed to net sales.

Since 2015, all three sites have reduced their water use. In 2017, both Gagnef and Västervik experienced an increase in water usage due to a repair and an increase in production.

Water usage, Gagnef, Värnamo and Västervik  
Cubic metres



Indexed water usage to net sales, Gagnef, Värnamo and Västervik  
Cubic metres/Million \$USD



## Closing the loop to save water

The creation of a closed circuit water cooling system is reducing water usage at 3M's Västervik site in Sweden by 30 percent a year.

The site makes world-leading abrasive wheels. These wheels are made using a hot press system, fed by pumps that need to be cooled during the manufacturing process so that the seals don't break.

Explains the site's EHS engineer, Pontus Lind: "We needed a new system as the old cooling system created an overflow of water connected to the sewage water pipes."

"To overcome this we installed a new closed circuit water cooling system that cools the pumps much more efficiently than before. The new system circulates the same water and only needs to be topped up when levels drop due to vaporisation."

The new system has resulted in water savings of 2,000m³ and eliminated the overflow. Maintenance costs have also been reduced as there are now no leaks to contend with.

Adds Pontus: "We are now investigating the possibility of improving the system further by installing a third tank on the roof of the plant to collect rainwater to feed the cooling system."



# Waste management

We reduce, recover, reuse, and recycle by-products and other surplus materials in our operations whenever feasible.

The [3M Waste Management Standard](#) applies to all 3M sites and provides a framework for managing all waste types from the time of generation until reused, recycled, treated, or disposed of. The standard encourages waste minimisation and recycling.

Our [Disposal of Chemical Waste Standard](#) manages risks and protects the environment, including efforts to prevent the generation of hazardous waste.

Raw material utilisation is a measurement of overall product and process yield and is indicative of operational excellence in our product

design and manufacturing processes. Our raw material utilisation includes the product, the process and all by-products. The first step in waste management is the reduction of waste, which also increases raw material utilisation. Globally we have decreased our waste, indexed to net sales, by 31.4% since 2005.

## Science for Circular

**Goal:** Reduce manufacturing waste by an additional 10%, indexed to sales, by 2025.

**Corporate progress:** Between 2015 and 2020, 3M has reduced the amount of material sent for landfill and incineration by 9.98%, indexed to net sales.



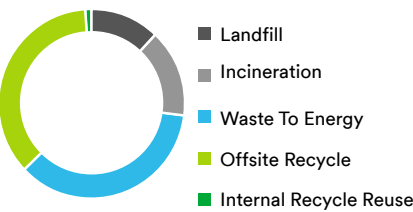
**Regional results:** Between 2015 and 2020 the three sites reduced the amount of material sent for landfill and incineration by 49%, indexed to net sales.

We are proud to report that the total waste disposal covering incineration and landfill in our three manufacturing sites decreased by 46% between 2015 and 2020. All three sites positively contributed to this big achievement.

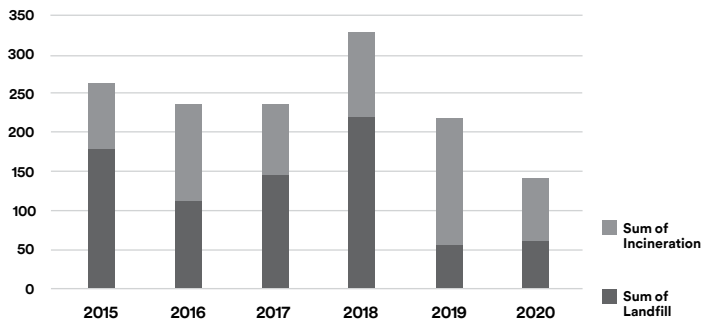
### Nordic waste

The waste reported on in this section originates from our manufacturing sites. Our definition of manufacturing waste for this goal includes materials sent to incineration and landfill. Our waste diversion by type is illustrated for 2020 below:

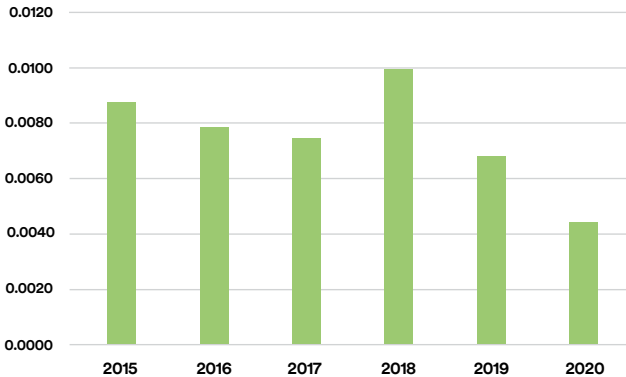
2020 waste diversion by type; Gagnef, Värnamo and Västervik



Waste by two disposal types Gagnef, Värnamo and Västervik Metric tons



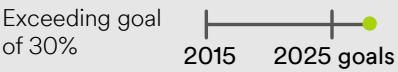
Indexed waste in Gagnef, Värnamo and Västervik Metric tons per MM \$USD net sales



## Science for Circular

**Goal:** Achieve zero landfill status at more than 30% of manufacturing sites by 2025.

**Corporate progress:** By the end of 2020, 42.9% of 3M sites had attained zero landfill status.



At 3M, zero landfill means no by-product is sent directly to landfill from a 3M manufacturing site in a calendar year.

**Regional results:** In 2020 Värnamo is a zero landfill site.

A site will continue to be a zero landfill site as long as no manufacturing operations waste is sent to landfill. Waste as defined here, does not include ash generated from 3M material sent to a waste to energy or incineration site controlled by a third party.

In addition to our waste reduction goal, we plan to increase the repurposing, reusing, and recycling of potential waste materials to divert them from landfill disposal. The intention of our zero-landfill goal is to drive our sites to increase product and process optimisation, on-site and offsite recycling, and composting.

### Frosty storage solution reduces waste

A project to freeze resin rather than store it at room temperate where it can perish has earned 3M’s Västervik site in Sweden a global 3P award for reducing three metric tons of waste annually.

Says the site’s EHS engineer, Pontus Lind: “The resin is delivered to us in 250 litre barrels. Once the barrels have been opened, the resin does not last very long, so this previously resulted in some waste. “We discovered that the resin could be frozen successfully with no impact on quality. We also had a pump installed so that we can extract smaller quantities of resin from a barrel as needed.”



### 3P award for an innovative waste reduction project

A two-stage project for the production process that cuts out sealing rings for 3M Peltor communication headsets and adds a layer of cushioning has resulted in significant savings in both liquid and material waste at the Värnamo site and earned the team a 3P award.

The sealing rings for the headsets are cut from large sheets of material and injected with glycerine to create a cushioned layer that makes them comfortable for users to wear.

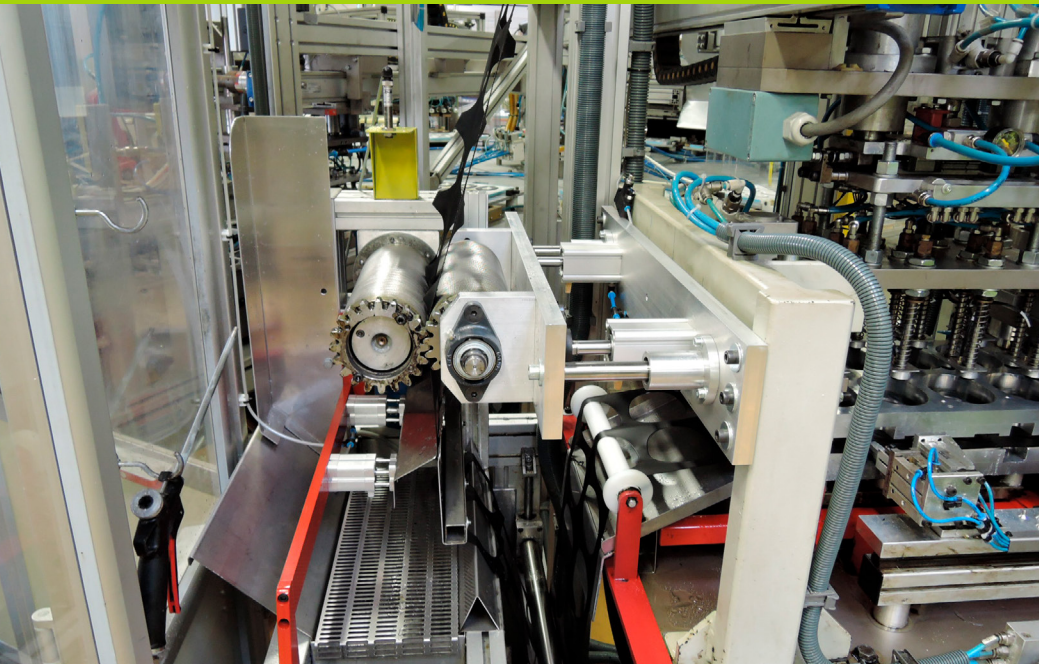
The original process involved a number of manual stages, like changing a roll of material every hour. This involved stopping the machine, and regularly emptying a small container that collected excess drops of glycerine.

Stage one involved replacing the manual feeding system with an automated feeding unit, designed by site engineer Conny Svensson,

to improve the process and reduce the amount of glycerine waste. The small container collecting the waste liquid was also replaced with a large container that only has to be emptied once per shift.

Stage two involved creating a new closed loop system, with a pump, to filter and reuse the waste glycerine. In addition, a separation of the centre of the material rolls enabled recycling of these. In total the project is reducing liquid waste by 300kg and material waste by 8.064 metres at the site every year.

Said project leader Jonas Malmsten: “As well as creating operating efficiencies, reducing machine down time and saving waste that previously ended up in landfill, the new process is much better for our production workers as the machine does the heavy lifting. The feeding unit is now encased behind a glass unit, which also creates a better environment for the production team to work in.”





# Packaging

3M’s product diversity, markets, and global multi-channel distribution systems create a complex situation that does not lend itself to a “one size fits all” approach. In 2020, we launched our Packaging Sustainability Roadmap internally, with a special focus on circular package design:

## Packaging Sustainability Roadmap

**Product protection**  
Design every package to optimally protect the product from point of manufacture to point of use.

**Efficient packaging**  
Minimise the amount of material used. Optimise cube utilisation at all pack levels. Eliminate all unnecessary packaging.

**Circular packaging**  
Design packaging to be reusable, recyclable, and/or made with renewable resources. Maximise recycled content of packaging materials.

We provided training for all packaging engineers using a newly developed tool kit for our roadmap that provides clear definitions of circularity terms and highlights which packaging materials to select in terms of increasing recycled content, designing for recyclability, and moving to more renewable packaging materials.

## Efficient packaging

In 2020, our global packaging reduction efforts resulted in a decrease of more than 514 metric tons. We also continue to address the plastics in packaging by removing and light-weighting where we can. In 2020, we designed out 8.5 metric tons of plastic from our packaging.



## Circularity in our packaging

In 2020 we continued to convert PVC blister packaging to recycled PET in consumer product lines such as our Scotch®, Command™, and Post-it® branded product offerings. This both increase the recycled content of our plastic packaging; as well as increases the general recyclability potential. To support our circularity efforts, our EHS sites work internally and with our suppliers to reduce, reuse, or recycle the packaging of raw materials we receive.

# Västervik



## 3M site spotlight

**The Västervik site makes world-leading precision grinding wheels; both hot grinding wheels for the global metalworking industry and cold pressed wheels for industries such as automotive.**

### A solid safety record

The Västervik site was proud to mark two years without a lost time accident in 2020. Västervik is an old site and its production processes involve the use of heat, pressure and electricity, so Health and Safety is a special focus for the site. Through the See and Act programme, members of the leadership team coach production workers on the factory floor in all areas of health and safety.

The site is accredited to ISO 9001 and ISO 14001 standards and is a member of the Federation of European Producers of Abrasives. The site’s EHS team works at a country, regional and area level to share best practice and reduce waste, water and energy use. In 2020, the site was recognised for three 3P projects.

### Circular

Water use was reduced by a third through an implementation of a new system. An old, inefficient system used to cool the pumps that feed the hot press was replaced with a closed circuit water cooling system, reducing water usage at the site by 30 percent from 2019 to 2020.

### Climate

The Västervik site uses district heating fed by 100 per cent renewable energy. In 2020 the site reduced its energy site use of electricity by 38 percent. Two further 3P projects include an upgrade to a new, more efficient chiller that led to an annual reduction of 155 metric tons of GHG emissions; and a change in the way that the kiln is vented that is preventing 184 metric tons of GHG emissions from entering the atmosphere every year.

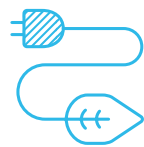
### Västervik reduced water usage by

**1/3**  
in 2020



### The site reduced its electricity use by

**38%**  
from 2019 to 2020



Minerals used in the production process at Västervik are imported from countries including Japan and Africa, following a strict adherence to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. Other materials used in the process, such as resins, are sourced locally in Sweden.



## Repairing products while ensuring recycled packaging

3M’s patient warming system help drive sustainability and circularity. The Bair Hugger™ helps maintain patients’ normal body temperature by gently dispersing warm air through a disposable blanket or hospital gown. After the service of a Bair Hugger unit the Health Care Service Group (HCSG) packs the repaired product by using a two-part injectable foam molding, before sending it back to the customer. Looking for a more sustainable solution, the HCSG now use an all-corrugated cardboard packaging solution instead of the two-part injectable foam. It was a huge win — not only does it take up less space, but it is also recyclable.



### The Västervik site

Located in a small coastal town in south eastern Sweden, the site has a rich history of manufacturing grinding wheels dating back more than 100 years. The company was later acquired by 3M in 2011.

Around 80 employees work at the 44,000 square metre plant, with 30 of these working in production roles. There is a low turnover of employees and a number have worked at the plant for more than 40 years.



# Climate and energy

Science-based innovation to address climate change and conserve energy

We are committed to innovate to decarbonize industry, accelerate climate solutions, and improve our environmental footprint. This commitment is part of the Science for Climate pillar of our Strategic Sustainability Framework.

### Energy management

Energy-efficiency improvements help reduce energy use, energy-associated costs, and GHG emissions. 3M energy management is a team effort guided by the global [3M Corporate Energy Policy](#)

and coordinated by the Corporate Energy Management Team. 3M has taken a broad approach to managing our energy footprint, which includes evaluating the impact of our products, manufacturing processes, equipment, and sites, as well as by reducing the energy footprint of our existing manufacturing and administrative sites.

### Nordic energy usage

The total energy usage by source includes fuel oil, hot water and source electricity from 2015 to 2020 and is shown from the table below. Between 2015 and 2020 our three manufacturing sites reduced their total energy usage by source by 24% and correspondingly by 28.7%, indexed to net sale.

Total Energy [MWh]	2015	2016	2017	2018	2019	2020
	48467	46521	45176	54154	46000	36833

We no longer report on energy usage by source, but instead total site energy usage of electricity. The total site energy usage of electricity is illustrated below since 2015, along with the indexed site energy usage to net sale. From 2015 to 2020, Gagnef, Värnamo and Västervik improved their energy efficiency, indexed to net sales, by 34.8%. The year on year increase in energy efficiency was 26.4% from 2019 to 2020.

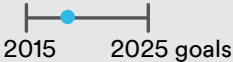
## Science for Climate

**Goal:** Improve energy efficiency by 30%, indexed to net sales, by 2025.

### Corporate progress:

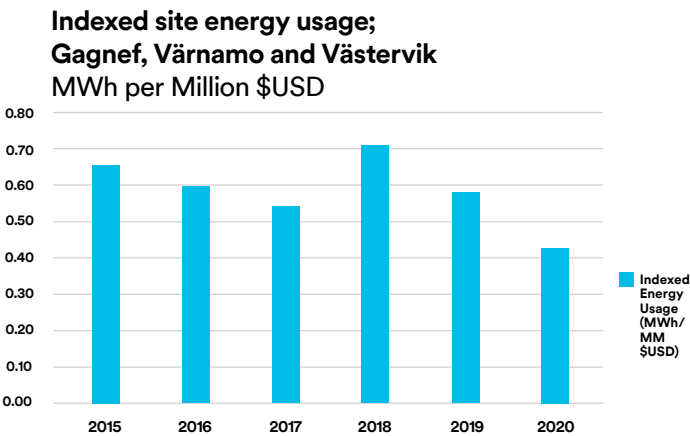
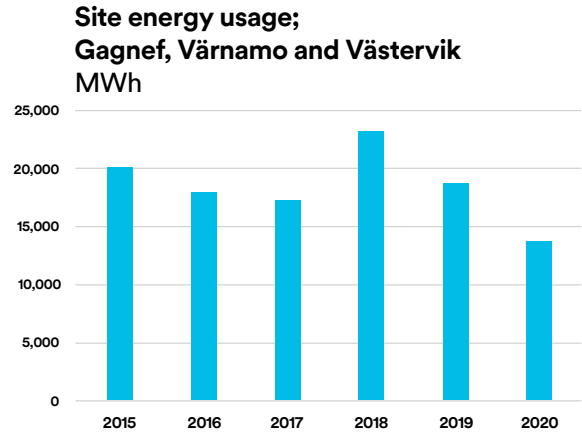
In 2020, 3M improved energy efficiency, indexed to net sales, by 8.73% in 2020, compared to 2015.

Toward goal of 30% increase



**Regional results:** In 2020, Gagnef, Värnamo and Västervik improved their energy efficiency, indexed to net sales, by 34.8% from 2015.

In 2020, Gagnef, Värnamo and Västervik reduced their energy usage, by **30.5%**





# Renewable energy

In 2020, 3M's headquarters in St. Paul, Minnesota, was powered by 100% renewable electricity and the 3M Corporate Energy Policy was updated to include our commitment to renewable energy. In 2019, we joined RE100, a global, renewable energy leadership initiative, that brings together businesses committed to sourcing 100% renewable electricity for their worldwide operations by 2050.

# GHG emissions

As a science-based company, 3M EHS Laboratory has calculated the GHG inventory in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard since 2002 and maintains an accreditation to ANSI/ISO/IEC 17025. GHG emission reductions are achieved through a variety of methods: improving process and equipment efficiency, upgrading equipment, reducing our demand for energy use, increasing our use of renewable electricity, and implementing and maintaining emission control technologies.

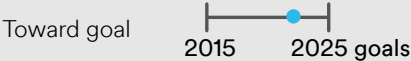
We've remained committed to the Intergovernmental Panel on Climate Change (IPCC) since 2005 and are acting on the findings of the IPCC Special Report on Global Warming of 1.5°C to set our goals and actions<sup>1</sup>. 3M supports the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

1 Special Report on Global Warming of 1.5°C (Report). Incheon, South Korea: IPCC. 7 October 2018.

## Science for Climate

**Goal:** Increase renewable energy to 50% of total electricity use by 2025.

**Corporate progress:** Increased renewable energy 35.4% of total electricity use.



We increased our interim target from 25% to 50% renewable electricity by 2025, toward our ultimate goal of 100% renewable electricity by 2050.

**Regional results:** All Swedish manufacturing sites are powered by 100% renewable electricity since 2016.

## Science for Climate

**Goal:** In 2015, 3M set a goal to ensure GHG emissions are at least 50% below our 2002 baseline by 2025.

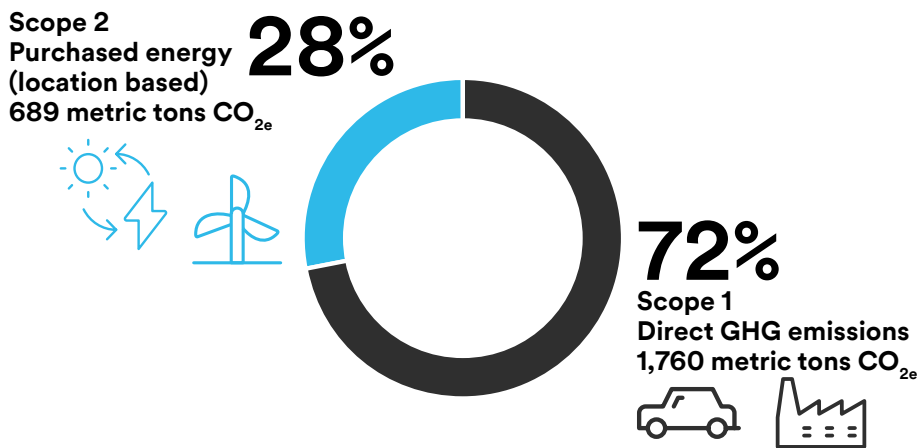
3M's new commitment is to reduce Scope 1 and 2 market-based GHG emissions from our 2019 baseline by at least 50% by 2030, 80% by 2040, and be 100% carbon neutral in our operations by 2050.

**Corporate progress:** Since 2002, 3M reduced Scope 1 GHG emissions by 78.6%.

We also achieved a 71.1% reduction in absolute Scope 1 and 2 location-based GHG emissions.

**Regional results:** We are proud to report our first calculation of the GHG emissions for Sweden;

- Scope 1: 1,760 metric tons of CO<sub>2e</sub>
- Scope 2 (Location-Based): 689 metric tons of CO<sub>2e</sub>
- Scope 2 (Market-Based): 2,100 metric tons of CO<sub>2e</sub>
- Scope 3: Upstream Transportation and Distribution: 5.85 metric tons of CO<sub>2e</sub>





# Suppliers

## Helping our supply chain extend our commitment to sustainability

Each step in the supply chain is an opportunity to assure alignment with our corporate vision of improving every life. This includes benefits like employment, embracing diversity, and community building as well as mitigating risks whether they are related to labour, environmental, health and safety, ethical practices, or management systems. Our commitment, from top leadership down, is to achieve synergy across our supply chain with our own corporate

values. We expect our suppliers to be transparent about their environmental and social practices, provide ideas for improvement, and work with us to transform our shared value chain.

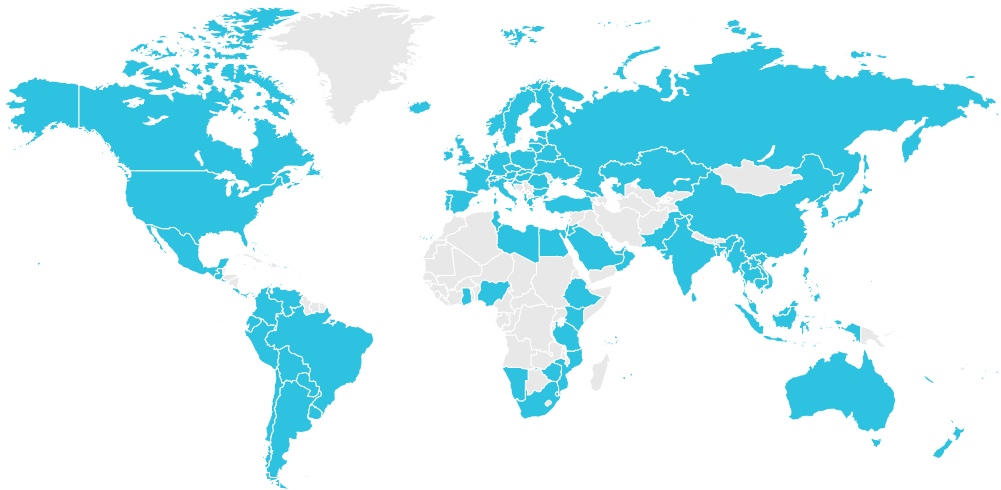
At 3M, we set a high bar for our company regarding environmental and social governance, and we expect the same from our suppliers. 3M follows the Organisation for Economic Co-operation and Development (OECD) Due Diligence framework for all of our responsible sourcing activities.

The 3M [Supplier Responsibility Code](#) (SRC) is based on 3M's corporate values for sustainable and responsible operations and aligns with the Ten Principles of the UN Global Compact. The SRC, which is available in 15 languages, is also consistent with the Responsible Business Alliance Code of Conduct.

Our Due Diligence Management System consists of the following elements, which guide our continuous improvement efforts.

3M works with a broad, complex supply chain, consisting of

over  
**72.3K**  
suppliers in over 324  
subcategories in  
**113**  
countries  
around the world.



### 3M supply chain Due Diligence Management System



In 2020, the SRC Steering Team provided refresher training for hundreds of internal supplier assessors and sourcing professionals globally to assure a detailed understanding of 3M's SRC expectations, processes, and supporting tools. Employees received access to online training materials

that covered each of the elements of the SRC, including labour and human rights, EHS, ethics, and management systems requirements.

3M's business partners website also provided training materials for suppliers to expand their knowledge on topics

such as global bribery and corruption awareness; eliminating forced labour, slavery, and human trafficking from the global supply chain; and preventing corruption and mitigating compliance risk for distributors and business partners.

## Science for Circular

**Goal:** Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance by 2025.



We understand that our sustainability impacts extend beyond our own operations. By purchasing raw materials and services from small and large companies all over the world, we participate in a global, complex supply chain. And it doesn't stop there. Our suppliers have their own suppliers, extending back to the original source of each material we use.



### Verifying our supplier performance

Although applicable to all suppliers, our supply chain risk assessment process prioritises higher-risk suppliers, each of whom must complete a self-assessment questionnaire and/or be

subject to an on-site assessment as specified in our SRC. In 2020, we assessed about 18% of our higher-risk suppliers.

In the past 12 years, we have conducted almost 7400 self-assessments or on-site audits of

suppliers in prioritised countries. Our assessment process, which is aligned with the RBA framework, has become more involved and comprehensive.

In 2020, 3M completed over 468 assessments in 35 countries, which covered every area of the world.



# Supporting sustainable forest management

Paper is an important commodity for 3M as it is used in a number of our products, from Post-it® Notes to liners for masking tapes, as well as in packaging. To balance this with our commitment to conserve natural resources and support a sustainable environment, we aim to only work with paper suppliers who share our goals and source from sustainably managed forests.

The Great Northern Forest is the globally significant boreal forest ecosystem that spans across parts of Canada, Sweden, Finland and Russia. 3M has prioritised pulp and paper products as an area that warrants additional formal expectations because of potential environmental risks, such as deforestation and habitat loss; potential human rights issues, such as infringement of Indigenous peoples' rights; and potential unsafe labor practices.

Geertje Pollaris is 3M's Responsible Sourcing Leader for EMEA. She says: "We work with partners across the paper supply chain - from forest managers and pulp mills through to paper mills and converters - to ensure that every link in the chain shares our philosophy and follows 3M's Pulp and Paper Sourcing Policy. This contains important guidelines for responsible sourcing, covering areas such as respecting the rights of indigenous people living in the forest and preserving High Conservation

Value forest to protect biodiversity and trees with high carbon storage to prevent CO<sub>2</sub> from being released into the atmosphere. Our supplier policies also cover key social issues such as the fair treatment of workers."

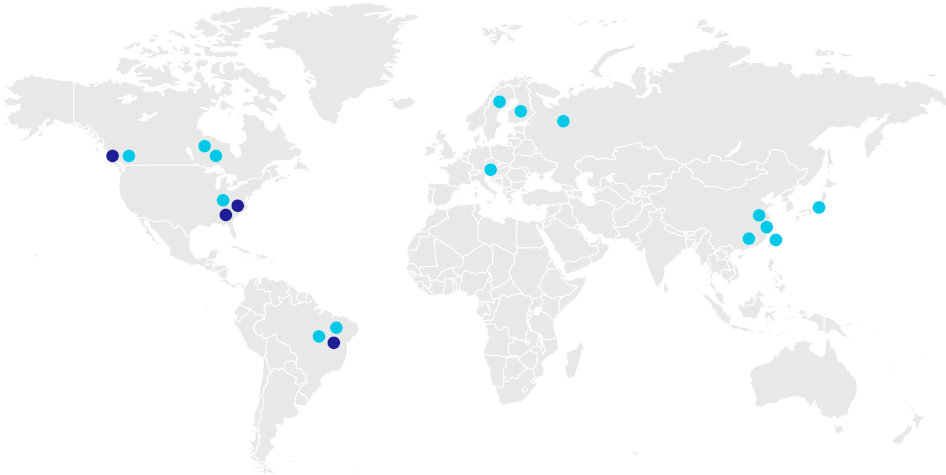
3M is partnering with the Earthworm Foundation (EF, formerly The Forest Trust), a non-profit organisation with a strong track record in guiding companies on the development and implementation of responsible pulp and paper sourcing and improved forest management across global supply chains.

**With the help of EF, we have so far conducted 15 field assessments across all regions, covering more than 19 million hectares.**

We do not limit this engagement to our direct suppliers. Some of those assessments reviewed Tier 2 pulp mills and were also attended by a Tier 1 supplier. 3M's participation in supplier field assessments with EF helps us to understand first hand the challenges

faced by pulp and paper companies and forest managers around the world. This, in turn, enables us to participate actively in developing solutions and advancing conversations about responsible sourcing and sustainable forestry.

Adds Geertje: "There are many challenges involved when it comes to protecting the sustainable sourcing of wood and paper and no one company or organisation can solve these alone. That's why we partner with organisations working on the ground and engage with forest companies, pulp and paper mills. For example, in 2019, a team from 3M, along with our partner EF, visited Lapland in Finland and met with forest managers, our pulp and paper supplier and other stakeholders including indigenous communities. This helped us gain a deeper understanding of the social and environmental issues in Finnish forestry and gave us the opportunity to engage with many key stakeholders and develop a joint plan for continuous improvement."



● Field assessment ● Transformation project



# Additional expectations for higher-risk value chains: Conflict minerals

A prioritised area in our raw material supply network is the responsible sourcing of minerals. 3M deplores the violence and inhumane treatment that has occurred in the Democratic Republic of Congo, adjoining countries,

and other conflict-affected and high-risk regions as defined by global regulatory bodies. 3M is committed to supporting responsible sourcing of minerals that contain but are not limited to tin, tantalum, tungsten,

gold, and cobalt from all such regions. Additional information can be found in our [Responsible Mineral Sourcing Policy](#) and in [Supplier Direct, Supplier Requirements](#) section on 3M.com.



# Supplier partnerships during Covid-19

During the pandemic, 3M increased its global output of key products to support increased demand, which increased the demand on key raw material suppliers.

Chemical producer BASF, for example, stated that "demand for BASF products that are key components of 3M products increased significantly. A global, cross-divisional BASF team pushed supply chains to their limits with BASF products being produced

in the U.S., Germany, and Mexico in support of 3M. These tremendous efforts and 3M's commitment to health care workers across the world will put critical products in the hands of those who need them for months and years to come."

In addition to supplier support, the 3M External Collaboration Resource Team received over 1100 requests for collaboration, many of which were focused on the supply chain.

**"At 3M, we appreciate applying science-based rigour to our policy positions, including for the pulp and paper supply chain." Kate Shelton, 3M Supplier Sustainability Lead**



# What we create

For over 110 years, we have been dedicated to science and exploration

3Mers across the world apply their talent to combine technologies across businesses, creating unique solutions for our customers and society, all in support of the greater good. 3M development teams within each of our business groups draw upon these technologies to create products for targeted industries and geographies.

We continue to expand beyond our own operations and focus on the intersection of our sustainability goals and the needs of our customers and communities. We collaborate with our customers to help solve their problems through science. While we recognise the importance of what we do in our own businesses and will continue to

innovate there, we know we can make a greater impact when we collaborate with others – customers, governments, NGOs, and more – to understand and overcome the global challenges we face. Together, everyone achieves more.

## Our customers

Working together for innovation and growth

Whether it's technology, manufacturing, global capabilities or our brand, we are committed to connecting our strengths to those of our customers. We engage them and delve into their processes, their

problems, and their promises to their customers. We bring our technology to them, along with a deep domain of expertise, and we deepen it further by working side by side with them. Throughout the process, we not only

meet their expressed needs – we are often able to identify and address unarticulated needs. In both cases, we create solutions for them and, at the same time, innovative growth platforms for 3M.



### Collaborating and creating at home and around the world

When collaboration results in meaningful innovation – solving real problems – it can be awe-inspiring. To get there, we believe it's essential to be close to our customers. That's why 3M has 56 innovation centres across the globe, where our customers can experience first-hand the breadth of 3M technologies and how they can benefit from them. We also have laboratories and application engineering capabilities in 51 countries, where our scientists work closely with our customers to develop solutions for their specific problems.

Some of the problems addressed in our technical centres and labs are

connected to regional and local issues. For example, rapid population growth in urban areas is creating challenges related to energy efficiency, clean water, and environmental protection. We use 3M technologies to develop relevant solutions that are unique to specific regions, often collaborating with local customers

In fact, collaboration took on a new meaning in 2020. Throughout the year, we worked with many companies and customers to collaborate on products to help in the fight against Covid-19. We also evaluated offers from what eventually totalled more than 1100 external contacts wanting to help.

We also have laboratories and application engineering capabilities in

**51** countries 

### Educating customers for health and safety

We deliver educational content to health care professionals in hospitals and clinics, at conferences and via online webinars through the [3M™ Health Care Academy](#). This helps professionals improve outcomes for their patients and customers. Our purpose is the same for our [Personal Safety Division](#), where we instruct workers on workplace safety hazards and health risks, PPE, and the proper use and maintenance of 3M products.

### Science for Community

**Goal:** Provide training to five million people globally on worker and patient safety.

**Corporate progress:** 1.66M hours toward goal of 5M hours

Toward goal  2015 2025 goals

In 2020, the total number of training interactions was 418000, including our e-learning platforms and in-classroom events.

To measure progress against this goal, we will track the number of training experiences delivered by our Health Care and Personal Safety Academies.

**Regional results:** In 2020 we had 313 active users in our Health care customer education engagement, completing 38 courses, whilst 74 courses in progress.



# Innovation management

Creating sustainable solutions through science.

At 3M, it's simple: We are a science-based company, and we use science to improve lives. As society's challenges continue to evolve, so does the focus of our science. From inventing the world's first water-resistant coated abrasive in 1921 to helping advance automotive electrification today, we are relentlessly innovating and adapting our technologies to help solve the problems of today and tomorrow while driving sustainable growth for our company.

Our [51 technology platforms](#) are shared and combined across businesses and areas to invent unique products for a variety of industries. No single business owns any of these technologies. They are managed by the company and can be used by any of the businesses to serve their respective customers and industries.



## R&D: collaboration at its best

Scientists in our central laboratory are free to focus on pure research in search of unscripted, unexpected opportunities for breakthroughs. Our unique 15% Culture – established over six decades ago – allows them the freedom to follow their instincts. Through this principle, every employee can spend 15% of their time on projects of their choosing, therefore encouraging innovation to flourish through uncommon connections. It gives employees the freedom to take risks and learn from mistakes. That freedom is essential to scientific discovery.

At the same time, our Tech Forum is a key enabler of collaboration. This self-directed, self-organised group unites 10000-plus 3M scientists and engineers who work together to solve problems across oceans and continents, regardless of which business they support.

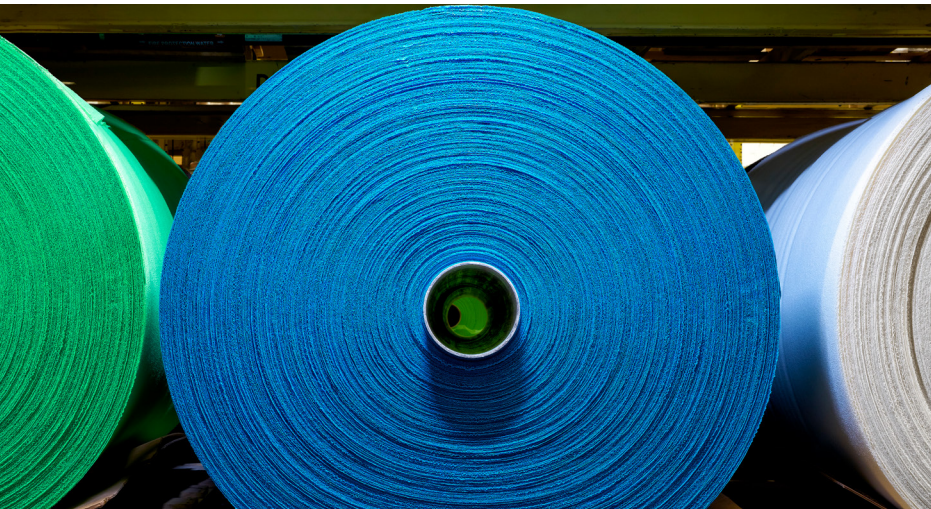
We continue to invest in scientific research and product development in collaboration with our customers. R&D fosters a constant stream of unique and innovative products that drive organic growth. In fact, in 2020, we invested \$1.88B or nearly 5.84% of our sales into R&D.

Pontus Broddner is a senior R&D global Key Account leader and the Regional Technical Operations leader for the Nordic Countries and has become a member of the Industrial forum led by the Royal Academy of Science in Sweden. He says: *“This is great opportunity to collaborate on projects where we can have an impact and also to network with other leading companies in Sweden.”*

## Product innovation that takes the long view

3M works to produce products with environmental performance across the entire product life cycle. We also work with our suppliers and business partners so that their operations support these same objectives. These combined efforts help define, protect, and assure the long-term success of our company.

Life cycle management (LCM) is 3M's approach to assuring that product environmental, health, safety, and associated regulatory considerations are integrated into the development and commercialisation of 3M products through 3M's New Product Introduction (NPI) process.



Tony Stanford is the R&D Operations leader for the North Europe Region. He said: *“In 2020 we moved to a more streamlined R&D operation that will enable us to become more entrepreneurial in our approach. Working together with tech leaders representing every site and lab as well as our Tech Forum, we are driving standard processes, systems and tools and exploring numerous ways that 3M technology can help shape the future, in areas such as connected workers and intelligent personal protective equipment.”*

Over the years, 3M has been awarded more than 125000 patents, a testament to the strength of our innovation engine. On average, 4000 patents per year were earned, for the past 5 years.

During NPI, our business teams provide LCM deliverables. These include, at a minimum, raw material composition, assessments in human health and environmental toxicology, electrical and mechanical safety, and other disciplines, as appropriate, conformance to regulatory and customer EHS requirements, and hazard communication documents.

Likewise, we evaluate LCM impacts from product modifications through our corporate product management of change process. We leverage these LCM processes to continuously improve the EHS performance of our products.



## 3M site spotlight

3M's Gagnef plant, located in central Sweden, makes market-leading and award-winning 3M™ Speedglas™ welding helmets.

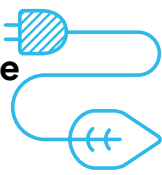
**Safety milestones**  
Gagnef celebrated the milestone of two years without a lost-time accident at the plant in 2020. In recognition of this, the site received a prestigious 3M CEO EHS Award.

**Circular**  
Gagnef sends very small amounts of waste to landfill, with the target of reducing this to zero. Projects have focused on making new products using less chemicals; further optimising engineering and manufacturing processes to reduce waste and water use.



**Climate**  
Gagnef has been run solely on renewable energy for the past five years and registers minimal emissions. Projects at the site in 2020 focused on finding new ways to reduce energy use, such as replacing lightning systems with LED-based alternatives.

**Powered by renewable energy for five years.**



**Digitalising energy mapping**  
To further reduce energy use, the site has introduced a new computerised energy mapping system that measures the electrical usage and quality of all machines at the plant. The system enables the team to extract data from the control systems and provides an analysis of energy use as well as sounding an alarm when anything deviates from the standard. This detailed data analysis will help the production team reduce energy consumption and quickly identify any leaks in the CDA (compressed air) system.  
  
This has started the plant's journey towards the Industry 4.0 standard.

The 5,500 square metre site employs 150 people and some, including plant manager Tomas Mattsson, have been at the site for many years and worked with the founder of the technology, Åke Hörnell. Innovation continues to be the lifeblood of the site, which has an on-site Research and Development team that works closely with the Manufacturing Technology team to introduce new technologies to the market.

In 2020, Gagnef launched the G5-02 model, the fifth generation of the 3M™ Speedglas™ welding helmet that has a unique, curved auto-darkening filter that provides a wider viewing

area for the welder. This new product is proving to be a real game-changer for welders around the world.

The production process is highly automated, incorporating the use of robotics, creating a pleasant working environment for the manufacturing team. The site also created a new clean room in 2020 to support the production of the G5-02 welding helmets.

We have become aware of an error in our 2020 Sustainability Report. We reported that our Gagnef site had prevented more than 52,000 metric tons of total GHG emissions since 2007. This should have been reported as the prevention of 4,650 metric tons of total GHG emissions.





# Supporting our customers

In addition to the LCM programme, which applies to all 3M products, we also conduct LCAs for select 3M products. At 3M, our ISO 14040-compliant LCAs are typically cradle-to-gate since our products often have use and disposal life cycle stages that are dependent on how our customers use these products.

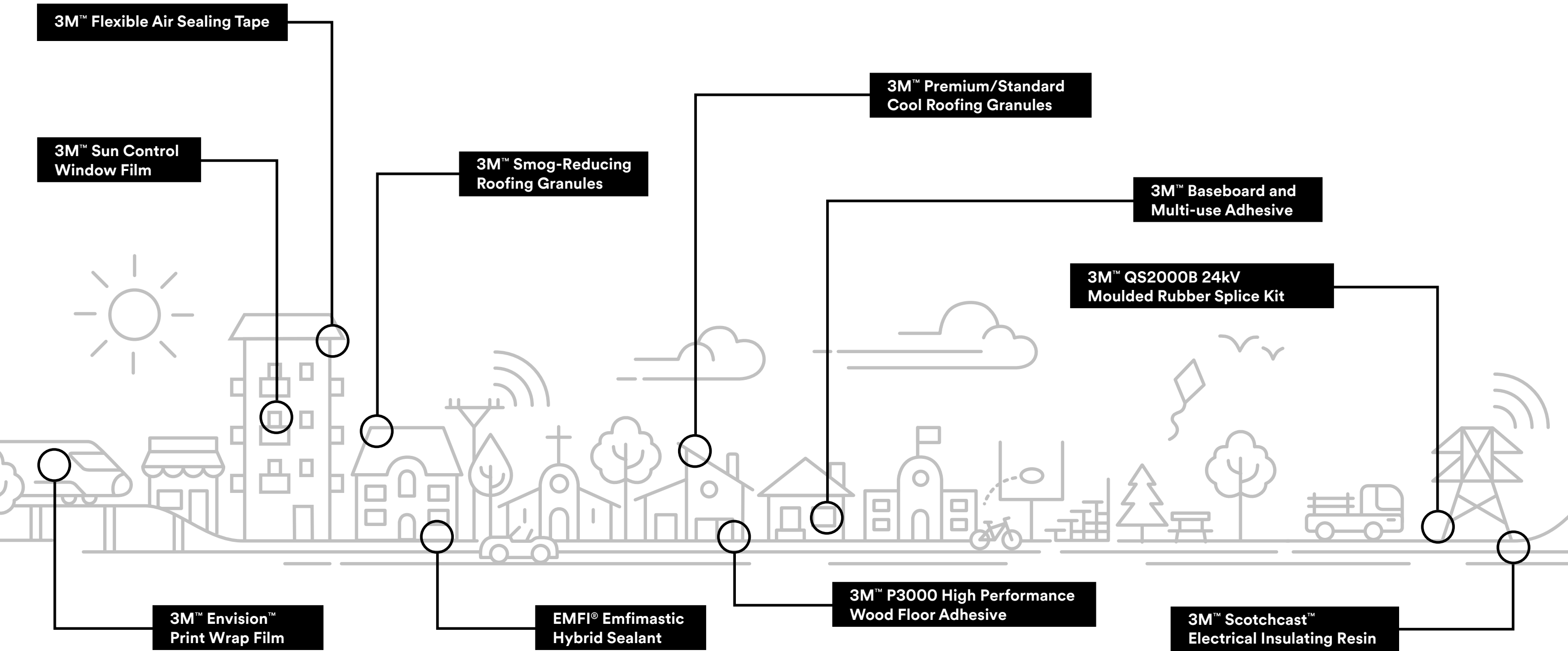
This often provides a unique opportunity to collaborate with and help our customers understand and reduce their environmental impact. We also complete ISO 14040-compliant cradle-to-gate LCAs for several internally produced materials. The evaluation of these

intermediates allows us to better understand the potential environmental impacts of key components and processes used in the production of our products. Our LCA teams also conduct LCA screenings to help answer internal questions early in product development.

In 2020, 3M LCA teams in the United States and Europe renewed their process certifications from The International EPD® System to demonstrate that appropriate procedures are in place to produce scientifically sound, technically defensible LCAs and Environmental Product Declarations (EPDs). The teams will continue to undergo an annual recertification process that evaluates the conformance of the underlying

management system with the program rules and ISO standards. This global certification of the LCA process for multiple parts of our organisation is thought to be the first of its kind. And having an EPD process certification programme in place pays off: a number of EPDs have been generated, specifically for products sold in the construction sector, an area where transparency and environmental awareness are hugely important.

We realise that we can make far greater contributions to addressing climate change concerns by helping our customers reduce their greenhouse gas emissions through the use of our products. To calculate these customer emission reductions toward our Science for Climate goal, we have established a process based on life cycle thinking and the ISO 14064-2 standard for comparing emissions from the project scenario against a baseline scenario.





# Our products

Embedding a Sustainability Value Commitment in all business groups.

3M Science drives our business forward. We use and combine our technologies in unique ways across the company, creating new products and new lines of business across our four business groups.

Starting in 2019, 100% of our products entering the new product commercialisation process must describe their Sustainability Value Commitment (SVC), demonstrating how they drive impact for the greater good. This formal requirement is significant because it embeds sustainability into the pipeline that produces 3M's diverse global products.

Examples of considerations in developing SVCs for new 3M products include recyclability, energy and water savings, responsible sourcing, renewable materials, and

the appropriate reuse of a product. Also included are products whose core purpose is helping to solve an environmental and/or social concern. Examples include improving air quality, reducing greenhouse gas emissions, improving patient outcomes, and enhancing worker safety in industrial settings.

3M's product requirement has a global impact on our operations in 70 countries where we operate and on the products we sell in nearly every country. It will also help our customers reach their own sustainability goals.

2019 was a learning year, as teams began determining how to incorporate the SVC requirement into their new product plans. By the end of 2019, all active projects initiated in 2019 included an SVC. In 2020, the

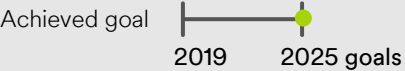
initiative evolved in several ways. "We made big strides," says 3M Sustainability Manager Kristell Miller. 3M strengthened the SVC requirement in 2020 in three main ways:

- We strengthened the questions asked during the new product approval process. New products must pass through three separate reviews: business case acceptance, development, and scale-up. Products must have an SVC that passes each review to move forward.
- We shared the United Nations 17 SDGs with teams and had them choose SDG(s) to which the new product could contribute.
- We conducted an internal SVC quality audit to analyse the process and content of SVCs.

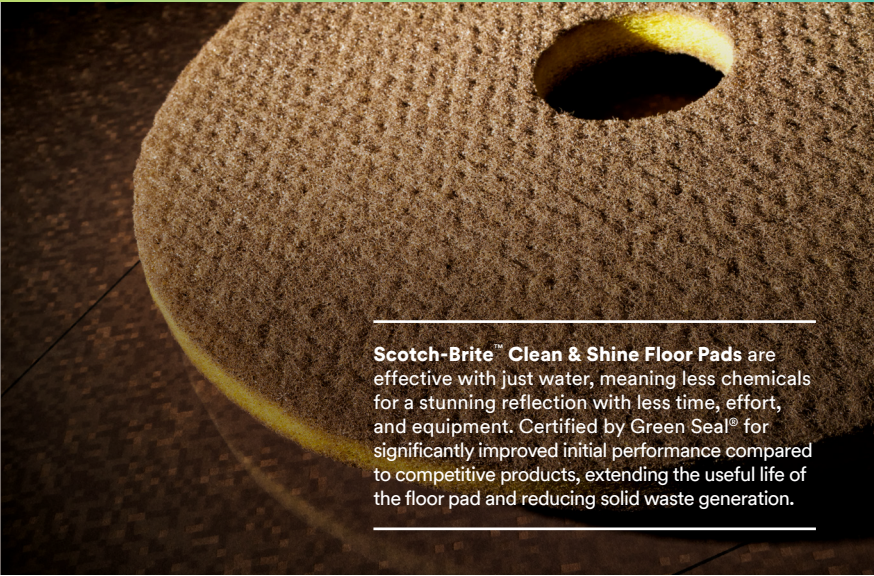


## Science for Circular goal

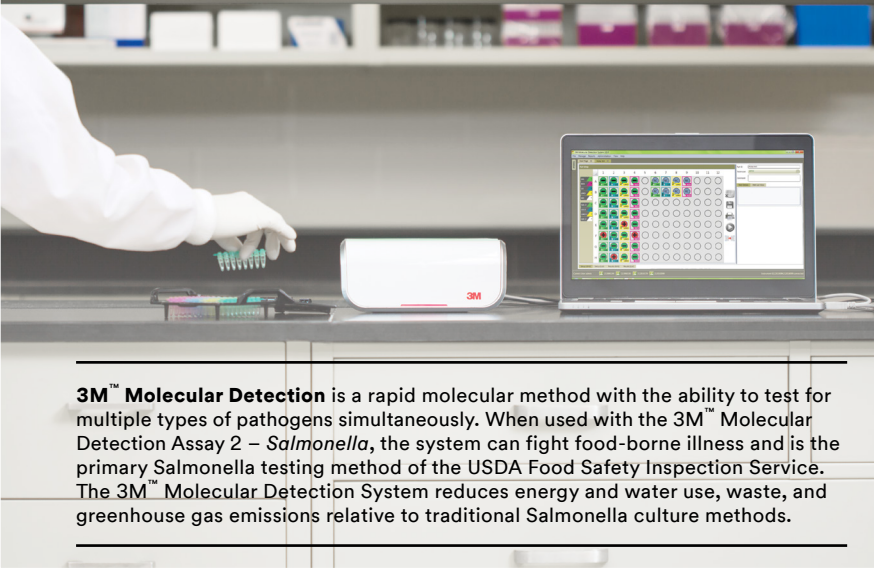
Every 3M product entering the new product commercialisation process will include a SVC that demonstrates how it drives impact for the greater good.



The green scrubbing layer of select 3M<sup>™</sup> Scotch-Brite<sup>®</sup> products is now made with 100% recycled content (including an average of 35% post-consumer recycled content)



Scotch-Brite<sup>™</sup> Clean & Shine Floor Pads are effective with just water, meaning less chemicals for a stunning reflection with less time, effort, and equipment. Certified by Green Seal<sup>®</sup> for significantly improved initial performance compared to competitive products, extending the useful life of the floor pad and reducing solid waste generation.



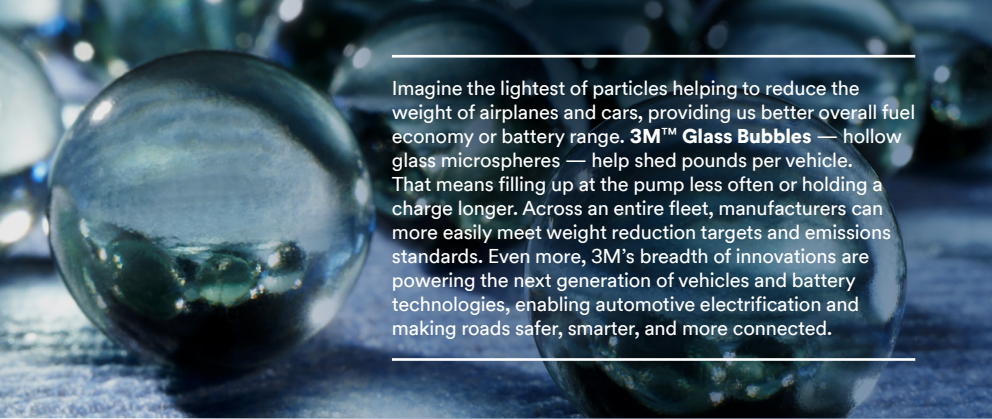
3M<sup>™</sup> Molecular Detection is a rapid molecular method with the ability to test for multiple types of pathogens simultaneously. When used with the 3M<sup>™</sup> Molecular Detection Assay 2 – *Salmonella*, the system can fight food-borne illness and is the primary *Salmonella* testing method of the USDA Food Safety Inspection Service. The 3M<sup>™</sup> Molecular Detection System reduces energy and water use, waste, and greenhouse gas emissions relative to traditional *Salmonella* culture methods.



3M<sup>™</sup> Envision<sup>™</sup> Print Wrap Films and Overlaminates offer dimensional stability and versatility in applications, whether on vehicles or interior, exterior wall applications. These non-PVC films are made in part from bio-based material, manufactured with less solvent, and GREENGUARD<sup>™</sup> Gold certified for low chemical emissions, contributing to healthier indoor air quality.



3M<sup>™</sup> Wind Blade Protection Tape can help protect the leading edge of wind turbine blades against weathering and harsh environments, ultimately enhancing reliability, extending life, and improving the performance of wind turbines.



Imagine the lightest of particles helping to reduce the weight of airplanes and cars, providing us better overall fuel economy or battery range. 3M<sup>™</sup> Glass Bubbles — hollow glass microspheres — help shed pounds per vehicle. That means filling up at the pump less often or holding a charge longer. Across an entire fleet, manufacturers can more easily meet weight reduction targets and emissions standards. Even more, 3M's breadth of innovations are powering the next generation of vehicles and battery technologies, enabling automotive electrification and making roads safer, smarter, and more connected.








3M<sup>™</sup> Dual Brightness Enhancement Film is a family of reflective polarizers used to recycle light and bring a brighter view to all viewers in front of a device, and can increase the energy efficiency in a device, whether it's plugged in or running on battery power.



# Recognition



UN Global Compact participant

Rating agencies	Score	
	EcoVadis awarded 3M a Gold Recognition Level for achievements in the 98 <sup>th</sup> percentile of suppliers assessed in corporate social responsibility in global supply chains	71 out of 100
	It was the eighth consecutive year 3M made the World's Most Ethical Companies® programme.	8 <sup>th</sup> consecutive year on the list
MSCI	In 2020, MSCI awarded 3M the AAA rating, the highest rating in ESG.	AAA
 	3M earned best-in-class ranking for risk management around environmental and social areas, with the the top-performing ISS QualityScore of “1.”	1
	In 2020, 3M became a constituent of the FTSE4Good Index Series.	
Best Places to Work for LGBTQ Equality	For the ninth straight year, 3M earned a perfect score of 100%.	100%
Best Places to Work for Disability Inclusion	In the sixth annual Disability Equality Index® (DEI®) survey, 3M earned a top score of 100%.	100%
3BL Media 100 Best Corporate Citizens	In 2020, Corporate Responsibility Magazine named 3M the 51 <sup>st</sup> best corporate citizen. 3M has made the ranking each year since 2009.	51 <sup>st</sup>
TIME Best Inventions 2020	3M was recognised in TIME Magazine's list of Best Inventions of 2020 in the Productivity category for the Post-it® Flex Write Surface.	Best Inventions of 2020





# About report

**Report period**  
Current issue: June 9, 2021  
Next issue: May 2022  
Previous issue: June 12, 2020  
This report provides a summary of the activities carried out in the fiscal year 2020 (January 1 to December 31, 2020).

## Report scope

The report is based on our corporate Sustainability report that covers 3M’s owned manufacturing sites and office facilities worldwide, where 3M has full operational control. Where specified, data and achievements are included for our three manufacturing sites in Sweden and our office facilities sites in Denmark, Finland, Norway and Sweden.

## Data collection and adjustments

Topics included in this report, and the material aspects we cover, were prioritised based on our corporate Sustainability report and relevance. The data provided in this report through facts and figures is based on activities carried out during 3M’s fiscal year 2020, but for some performance indicators the previous year’s data is provided to allow for annual comparisons.

Several of 3M’s environmental goals are normalised per net sales. 3M does not adjust sales data for inflation. 3M’s 2025 Sustainability Goals utilise 2015 as the base year. Starting in 2016, waste disposed and waste by disposal type do not include waste-to-energy. In 2020, to be consistent with global reporting standards and guidelines, we adjusted the energy metric units from MMBtu to MWh with a conversion factor of 0.293071. Starting in 2021, energy metrics will be collected in 3M’s energy database in MWh. All units are listed in the metric system, unless otherwise stated.

## Data verification

3M has conducted an internal verification of the information provided in this report to ensure accuracy of data and reliability of systems. Data collection systems are in place at applicable sites to track and collect environmental, health, and safety data through the corporate-wide EHS reporting systems like the Environmental Targets Database. The data related to employee metrics, social practices, and community programs has been derived from various databases from within the Human Resources and 3M Foundation organisations.

APEX Companies, LLC provided independent third-party verification of 3M’s 2020 greenhouse gas emissions for Sweden included in this 2021 Sustainability Report.

## Reporting standards

3M is subject to the requirements of the Danish Financial Statements Act sections 99a and b and the Swedish Annual Accounts Act on Non-Financial Reporting. This report complements the 3M a/s and 3M Svenska AB Annual reports. Collectively 3M’s Annual Reports 2021 and its 2021 Sustainability Report fulfil the requirements of Non-Financial Reporting by accounting for the company’s business model and reporting related to environment, climate, human rights, labour and social conditions, anti-corruption and gender distribution.

## Availability

The report is available as an online version on our local country websites under ‘About 3M’. This is the continued story of our purpose #improvinglives.

## Contact 3M












It is through collaboration and partnerships that 3M can accelerate sustainability in our company to improve every life. You can contact 3M Sustainability Manager for the Nordic countries, Pernille Storm at pfalster@mmm.com.





# 3M Sustainability Strategy 2020

## ESG summary for Nordic office facilities and manufacturing sites

ESG	Framework	UN SDGs	Regional progress	2016	2017	2018	2019	2020	Governance
Environment	<b>Science for Circular</b>  <b>Design solutions that do more with less material, advancing a global circular economy.</b>	      	% new products passing a “gate” with a Sustainability Value Commitment  % waste reduction, indexed to net sales <sup>1</sup>  % increase in water efficiency, indexed to net sales <sup>1</sup>				100	100	The Science, Technology & Sustainability Committee of the Board of Directors.
	<b>Science for Climate</b>  <b>Innovate to decarbonise industry, accelerate global climate solutions and improve our environmental footprint.</b>	  	Scope 1, absolute metric tons CO <sub>2e</sub> <sup>2</sup>  Scope 2, location-based emissions, absolute metric tons CO <sub>2e</sub> <sup>2</sup>  Scope 2, market-based emissions, absolute metric tons CO <sub>2e</sub> <sup>2</sup>  Scope 3, Upstream transportation and distribution emissions, absolute metric tons CO <sub>2e</sub> <sup>2</sup>  % improved energy efficiency, indexed to net sales <sup>1</sup>  % renewable energy to total electricity use					1.76 689 2,100 5,85	
				9.3	17.2	-8.0	11.3	34.8	
				100	100	100	100	100	
	<b>Science for Community</b>  <b>Create a more positive world through science and inspire people to join us.</b>	    	Total in cash donations from office facilities in Denmark, Finland, Norway and Sweden in \$USD  Total donated skills-based work hours					55,620	3M Foundation Board of Directors and Corporate Contributions Committee.
	<b>Gender diversity</b>	  	% of female employees in executive management positions in our region  % of female employees in management positions in Denmark, Finland, Norway and Sweden  % of female participants in our high-potential development programme in Denmark, Finland, Norway and Sweden		0 <sup>3</sup>	45	45	45	Compensation committee of the Board of Directors
					14	16	16	15	
				46	42	45	43	43	

1. 2015 Baseline. 2. 2002 Baseline. 3. 100% male (one count). Environmental summary covers the manufacturing sites in Sweden.



# Assurance statement



## Revisorns yttrande avseende den lagstadgade hållbarhetsrapporten

Till bolagsstämman i 3M Svenska AB, org.nr 556021-9684

### Uppdrag och ansvarsfördelning

Det är styrelsen som har ansvaret för hållbarhetsrapporten för år 2020 och för att den är upprättad i enlighet med årsredovisningslagen.

### Granskningens inriktning och omfattning

Vår granskning har skett enligt FARs rekommendation RevR 12 *Revisorns yttrande om den lagstadgade hållbarhetsrapporten*. Detta innebär att vår granskning av hållbarhetsrapporten har en annan inriktning och en väsentligt mindre omfattning jämfört med den inriktning och omfattning som en revision enligt International Standards on Auditing och god revisionssed i Sverige har. Vi anser att denna granskning ger oss tillräcklig grund för vårt uttalande.

### Uttalande

En hållbarhetsrapport har upprättats.

Stockholm den dag som framgår av elektronisk underskrift

Öhrlings PricewaterhouseCoopers AB

Robert Nyholm  
Auktoriserad revisor

## Deltagare

ÖHRLINGS PRICEWATERHOUSECOOPERS AB 556029-6740 Sverige

Signerat med Svenskt BankID	2021-06-08 12:20:21 UTC
Namn returnerat från Svenskt BankID: ROBERT NYHOLM	Datum
Robert Nyholm Director	Leveranskanal: E-post



# Assurance statement



## VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS

To: The Stakeholders of 3M Corporation

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by 3M Corporation (3M) for the period stated below at operations in the Sweden. This verification declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of 3M. 3M is responsible for the preparation and fair presentation of the GHG statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

**Boundaries of the reporting company GHG emissions covered by the verification:**

- Operational Control
- Sweden

**Types of GHGs:** CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs, PFCs, SF<sub>6</sub>, Kyoto Protocol

**GHG Emissions Statement:**

- **Scope 1:** 1,760 metric tons of CO<sub>2</sub> equivalent
- **Scope 2 (Location-Based):** 689 metric tons of CO<sub>2</sub> equivalent
- **Scope 2 (Market-Based):** 2,100 metric tons of CO<sub>2</sub> equivalent
- **Scope 3:**  
Upstream Transportation and Distribution: 5.85 metric tons of CO<sub>2</sub> equivalent

Data and information supporting the Scope 1, Scope 2 and Scope GHG emissions statement were historical and in some cases estimated in nature.

**Period covered by GHG emissions verification:**

- January 1, 2020 to December 31, 2020

**Criteria against which verification conducted:**

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3)

**Reference Standard:**

- ISO 14064-3 Second edition 2019-04: Greenhouse gases -- Part 3: Specification with guidance for the verification and validation of greenhouse gas statements

**Level of Assurance and Qualifications:**

- Limited



- This verification used a materiality threshold of  $\pm 5\%$  for aggregate errors in sampled data for each of the above indicators

**GHG Verification Methodology:**

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of 3M;
- Review of documentary evidence produced by 3M;
- Review of 3M data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by 3M to determine GHG emissions.

**Verification Opinion:**

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), and WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3).

It is our opinion that 3M has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

**Statement of independence, impartiality and competence**

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with 3M, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

**Attestation:**

  
John Rohde, Lead Verifier  
Senior Project Manager  
Apex Companies, LLC  
Lakewood, Colorado

  
Trevor Donaghy, Technical Reviewer  
Program Manager  
Apex Companies, LLC  
Pleasant Hill, California

May 5, 2021

*This verification statement, including the opinion expressed herein, is provided to 3M and is solely for the benefit of 3M in accordance with the terms of our agreement. We consent to the release of this statement by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.*





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