

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.

Contents

Our leadership

Message from our CEO	3
Message from our CSO	4
Message from our MD	4

Who we are

3M at a glance	5
A framework for innovation	6

Science for circular

Circularity in the region	8
---------------------------	---

Science for climate

Climate in the region	10
Maple Park	10

Science for community

Communities in the region	12
---------------------------	----

Employee diversity, equity and inclusion

Keeping ethics and compliance front and centre	15
--	----

Increasing our ambitions



A message from Mike Roman



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

The last 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 health care 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 last 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.

As we have for decades, we continue to advance this leadership. 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, 80% reduction by 2040, and 100% carbon neutral by 2050. These reductions will be driven by innovation that will help accelerate 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 of 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



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.

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.

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: Laszlo Svinger



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

Our manufacturing sites in Middle East and Africa 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 approach.

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

Businesses with clearly defined strategies to promote sustainable practices and corporate commitment to environmental, social and governance (ESG) goals, will emerge as beneficiaries of this shifting paradigm. The State of Science Index exposes a growing concern and a sense of urgency surrounding the current health of the planet. A significant majority, 88% agree that solutions to mitigate climate change need to happen

immediately, 89% confirm their belief that the World should follow science to help create a more sustainable future.

We started 2021 with a firm assertion to implement practices that address our world's global environmental challenges today. From environmental goals to reduce water use, improve water quality, and achieve carbon neutrality, to our ongoing investments in emerging technologies that advance sustainability, we remain dedicated to making a difference in the trajectory of climate change.

At 3M, we are building a solid foundation and further embedding ESG into the core of our business operations to drive genuine sustainable growth. We understand our obligation to the environment, and we are one step closer to achieving the goal we set ourselves of carbon neutrality. We are acting now to bend the curve on carbon emissions and water use, improve water quality, and our investments will make us more efficient while driving growth.

Starting this year, as part of our ongoing review of our manufacturing facilities, 3M will also work to ensure all operations become best in class for minimizing emissions, produced during manufacturing operations.

People are becoming more grounded in what's important to them as individuals. We will continue to collaborate with customers and suppliers in various industries such as healthcare, transportation, safety, and manufacturing to discuss and share best practices. We can then use these insights to develop new strategies that deliver our goals as a global enterprise.

At 3M, we strive to build sustainability into everything we do and see every product we create as an opportunity. To that end, 3M has established its Sustainability Value Commitment (SVC), which mandates that every product entering the commercialization process must demonstrate how it helps

to make a positive difference in our world. Creating a more sustainable future anchors purpose-driven innovation across our portfolio.

By 2025, 3M aims to achieve a new sustainability goal: reduce dependence on virgin fossil-based plastic by 125 million pounds.

3M Middle East and Africa has been active in contributing towards plastic pollution reduction. In the United Arab Emirates, employees have been contributing to waste-reduction by actively taking part in the UAE Recycling Campaign for 2021. In South Africa, 3Mgives awarded WWF South Africa an Environmental Grant towards its Circular Plastics Economy programme, which supports South Africa's waste pickers. South Africa has approximately 90,000 waste pickers who play a substantial role in waste-management as they collect 80 to 90% of post-consumer recyclable materials on an annual basis. We will also work with customers and sectors to develop cleaner energy alternatives. It will require technologies and innovative solutions as well as government policies and regulations to help customers make lower-carbon choices.

We must live by our core values of honesty, integrity and respect for people and maintain our focus on improving lives, supporting a more inclusive society through our products and activities. This includes 3M's commitment to doing business in an ethical and transparent way.

We will continue to step up in other areas, to respect the environment, improve lives and livelihoods through our products and activities, and support a more inclusive society.

By doing all this, we can deliver positive change for our customers, our communities, our investors and for society.

Laszlo Svinger
*Vice President and Managing Director
3M Middle East & Africa*

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.

This is the continued story of our purpose: [#improvinglives](#)

 **96.1K**
3Mers globally

 **Over 55k**
products

 **\$32.2B**
in sales

 **Sales in 70**
countries

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

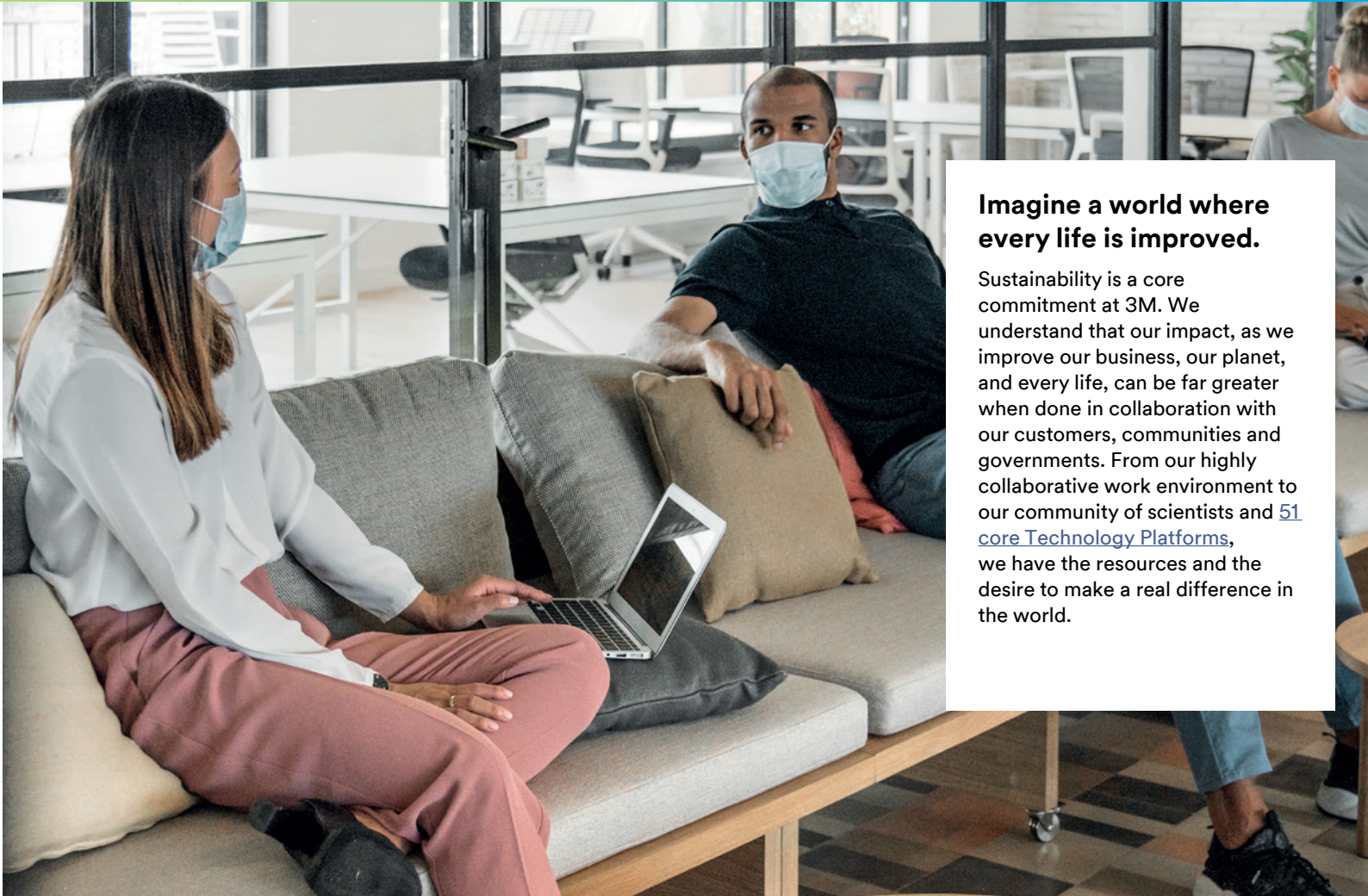
 **>200**
sites

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

 **>125k**
patents

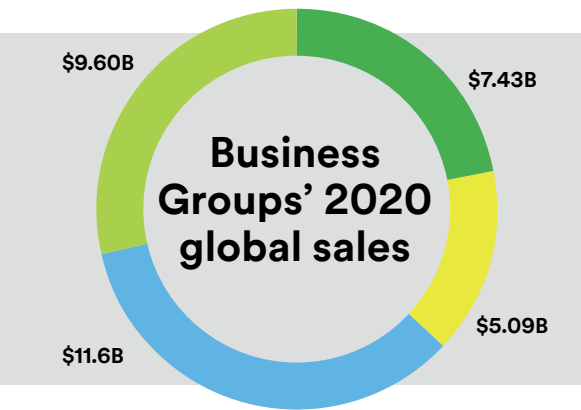
 **51 Technology Platforms**
applied across four business groups

 **More than 800**
brands



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.



Health Care
Connecting people, insights, science and technology to make better health possible around the world by serving the health care industry.



Safety & Industrial
Accelerating safety and industry performance by serving the industrial, electrical and safety markets.



Consumer
Innovating to simplify life and work by serving global consumers.



Transport & Electronics
Moving transportation and a connected world forward by serving automotive and electronic OEM customers.



Middle East & Africa at a Glance




- Our three sites in MEA manufacture thousands of products for the Safety & Industrial, Healthcare & Consumer business groups.
- Offices in 70 countries including UAE, SA, KSA & PAK where staff are responsible for sales, marketing and communication.
- Customer Innovation & Technical Centers in 51 locations, with 4 in the MEA Region where innovative solutions and technical product trainings are offered to customers.
- 83 Distribution Centers globally, with one based in the Middle East & Africa Region.

A framework for innovation and impact

At 3M we are people committed to helping other people. For over 110 years, we have been dedicated to science and exploration, taking on global challenges and developing solutions for our customers. We seek to observe, understand, and solve. Every day we help tackle problems, big and small, in pursuit of our vision to improve every life.

Our customers, employees, investors, and other stakeholders are asking for bigger commitments and stronger actions. We have set clear goals and ambitious, long-term strategies to direct our efforts to areas in which we can make a significant impact. Building on our global capabilities and diverse technologies, we created our Strategic Sustainability Framework to focus on three priority areas that align with shared global needs:



Science for Circular

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



Science for Climate

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



Science for Community

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

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 are heading into a decade of action that will help accelerate solutions to some of the world's biggest challenges. We are committed to doing much more than just focusing on what benefits us as a company.

We have a commitment — and the ability — to use our resources and capabilities to positively impact the world.

Our sustainability goals

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

Achieved

100%

Sustainability Value

Commitment for new products

●●● achieving goal of 100%

Reduced manufacturing waste by 9.98% indexed

●●● exceeding goal of 10% reduction

42.9% (69 manufacturing facilities) zero landfill

●●● exceeding goal of 30%

Increased water efficiency indexed

●○○ behind goal of 10% improvement

16 manufacturing locations identified in water stress/scarce areas

●●● maintaining goal

470 completed supplier assessments

●●● maintaining goal



Improved energy efficiency by 8.54% indexed

●○○ behind goal of 30% improvement

Increased renewable energy 35.4% total electricity use

●●○ toward goal of 50% increase

Nearly 75 million metric tons CO₂ equivalent customer avoided emissions

●●○ toward goal of 250 million metric tons

Scope 1 and 2 emissions 71.1% below baseline

●●● ahead of goal of 50% below baseline¹



Increased pipeline of diverse talent in management from 32.6% to 43.3%

●●○ toward goal of doubling the pipeline

Provided 1.66 million training instances eLearning platform

●●○ toward goal of 5M training instances

\$87.9 investments in total global giving

●●● achieving goal of continuing to invest in global giving programs

Donated 35,200 skills-based work hours globally

●●○ toward goal of 300,000 hours

Continued participation in employee development programs

●●○ toward goal of 100% participation

Numbers reflect progress through 2020.
¹ 2002 baseline all year; all others have a 2015 baseline.
●○○ behind goal ●●○ toward goal ●●● achieving goal



Science for Circular

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

The global economy's linear business model of “take, make, and waste” is depleting natural resources faster than they can be replenished and straining ecosystems. Imagine repurposing a piece of plastic at the end of its use, giving it another life as something else. Its use would become circular, and the end of use wouldn't mean the end of life.

A circular economy does more with less, keeps products and materials in use, designs out waste and pollution, and regenerates natural systems. At the core is an opportunity to develop technologies and business models that are restorative and regenerative by design. At 3M, we see the circular economy as an opportunity to inspire leadership, innovation, and disruptive change, all driving impact for a sustainable future.

In 2021 3M announced goals to **reduce water use** at its facilities by **25% by 2030**.^{1,2} return higher quality water to the environment after use in manufacturing operations, and **reduce dependence on virgin fossil-based plastic** by **125M lbs by 2025**.³


¹2019 will be the baseline measure year for these new commitments

²Expanded commitment from 10% between 2015 and 2025

³Cumulative impact from 2021-2025

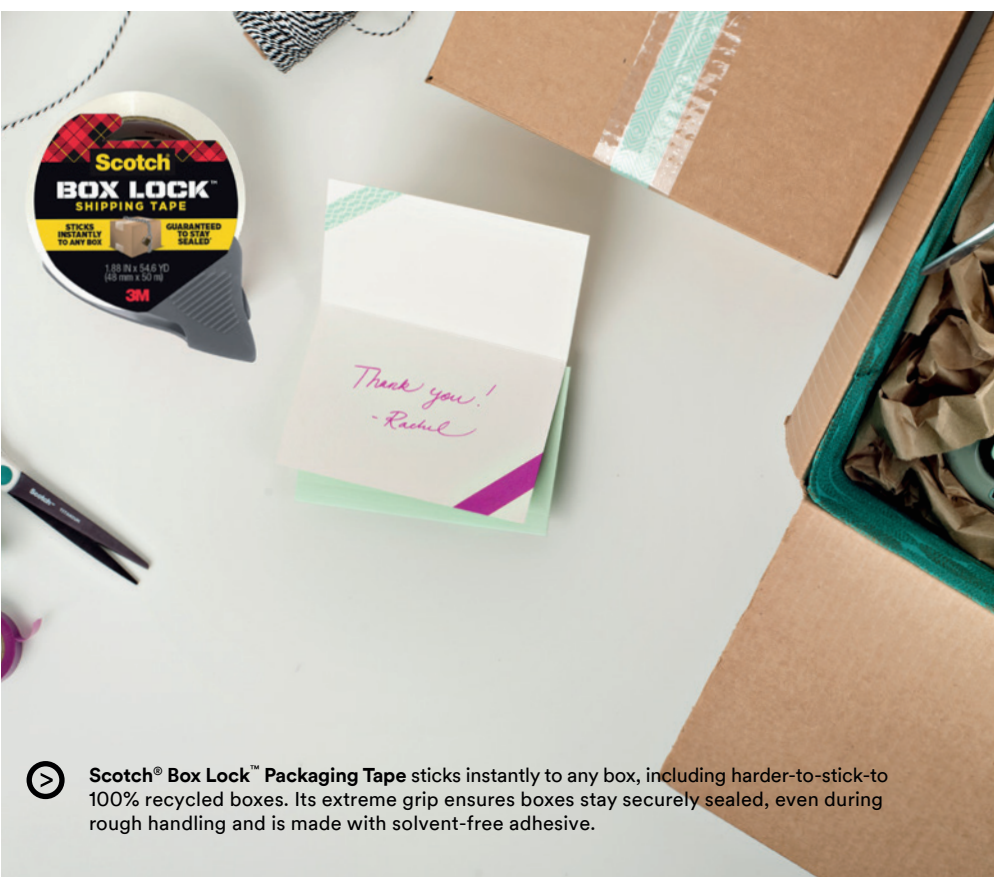
Every product that enters 3M's new product commercialization process must have a **Sustainability Value Commitment** demonstrating how it drives impact for the greater good. This formal requirement embeds Sustainability into the pipeline that produces 3M's diverse global products.


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


-  **Scotch-Brite™ 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® for significantly improved initial performance compared to competitive products, extending the useful life of the floor pad and reducing solid waste generation.

Designing with circularity in mind

-  **3M™ Envision™ 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™ Gold certified for low chemical emissions, contributing to healthier indoor air quality.



-  **Scotch® Box Lock™ Packaging Tape** sticks instantly to any box, including harder-to-stick-to 100% recycled boxes. Its extreme grip ensures boxes stay securely sealed, even during rough handling and is made with solvent-free adhesive.

-  **3M™ Natural Pozzolans**, a byproduct in the production of 3M's roofing granules, can be used as a supplementary cementitious material (SCM) to make concrete. Using this material helps reduce CO₂ emissions as a partial replacement of cement in concrete.¹ It's estimated that each ton of SCM used to displace cement reduces CO₂ emissions by 0.75 tons² and can help earn LEED credits for the use of recycled materials.

-  **3M's Health Care Service Group (HCSG)** repairs and services customer's electronic devices — keeping 300,000 devices in working order each year — advancing the circular economy by reducing electronic waste and extending the life of 3M products. With repair locations in 18 countries and connections with over 80 authorized service providers around the world, HCSG provides service and support for more than 50 different 3M health care products in the areas of Medical Solutions, Food Safety, Oral Care Solutions, and Negative Pressure Wound Therapy.

¹CO₂ emissions from cement's calcining step

²Based on 3M screening-level life cycle estimates

Circularity in the region

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

New lease of life for packaging material

A smart upcycling project at the Karachi manufacturing plant in Pakistan is reusing packaging material rather than sending it away for recycling.

The plant currently receives batches of 3M™ Scotch-Brite™ Spiral metallic scouring balls packed in cardboard boxes with plastic dividers and these are then re-packaged into individual cartons ready for distribution to customers.

A local research and development project at the plant is bringing production of the scouring balls to Karachi. This means that the packaging will no longer be needed,

saving around
17,000 kgs
of cardboard being used every year.

During the transition to the new manufacturing process, the packaging used for the scouring balls is being saved and re-used by the production team.

Maple Park

3M site spotlight

Small improvements make a big difference

At the Maple Park manufacturing plant in South Africa a number of sustainability initiatives have been introduced that are helping to save energy, reduce waste and improve working conditions.



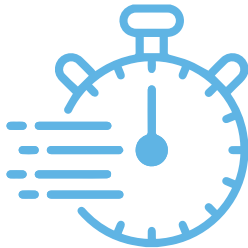
A new method of refilling the generator with diesel has eliminated manual lifting and the risk of spills during transit and decanting. Previously, 25 litre drums of diesel were manually decanted into the generator. Now, the generator is refilled using self-bunded diesel tanks fitted with a nozzle and pump.

An automatic label printer has been introduced to the plant to replace the old manual system. This has resulted in a reduction in waste paper labels across all departments.



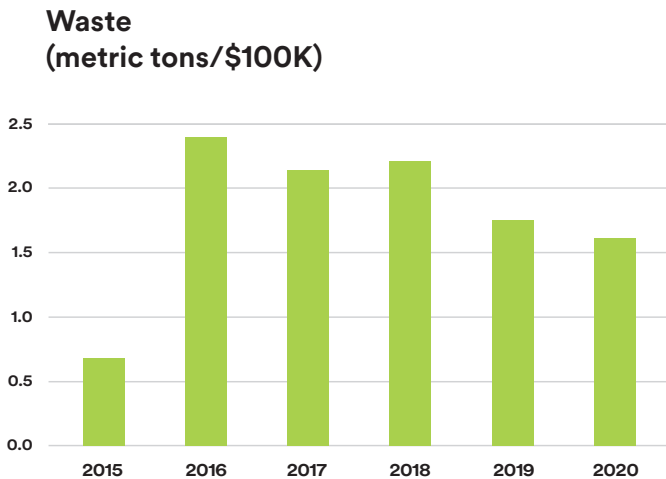
Light occupancy sensors have been installed in all newly-built rooms, including the research and development labs for 3M products such as abrasives, tapes and resins. Plans are now in the pipeline to extend this energy saving initiative to other areas of the plant.

Projected energy savings
11 mW
of energy per month

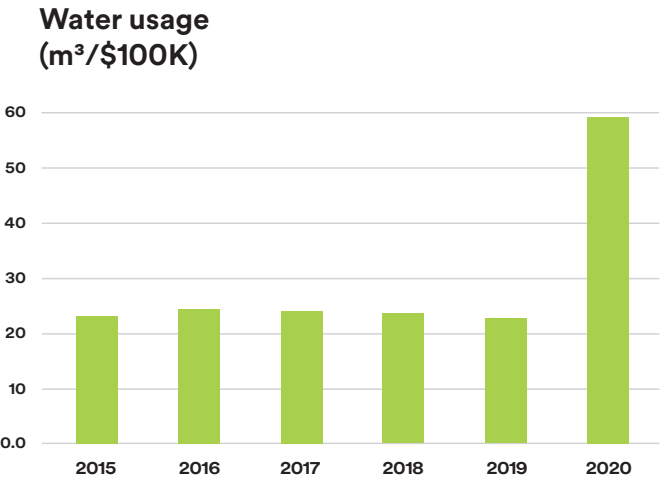


Installing a new VSD (variable speed drive) on the compressor means that the operating speed of the machine is now adjusted automatically to match the production of compressed air in real time.

Water and waste diversion for Maple Park, Karachi



Waste (landfill + incineration): 138% increase



Water usage: 155% increase

Science for Climate

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

The world's natural environment is experiencing disruptive change. Factors such as rising sea levels, elevated pollution levels, poor air quality, resource scarcity and extreme weather events have led to greater concerns about the future health of the planet and its people.

At 3M, we support the global consensus set forth in the 2015 Paris Agreement and we are acting on the 2018 findings of the Special Report on Global Warming of 1.5°C by the Intergovernmental Panel on Climate Change into our goals, operations and actions. Climate change impacts business, our communities and our families. We believe that by working together, we can help drive necessary system change. We recognize the work to be done and are inspired by the opportunity to chart our collective path forward.

Announced in 2021, 3M will further reduce carbon emissions, aiming for a 50% reduction by 2030, an 80% reduction by 2040, and 100% carbon neutral in its operations by 2050.^{1,2}

¹ 2019 will be the baseline measure year for new commitments

² Expanded 3M's 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



3M™ 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.

Designing solutions for adaptation and mitigation

3M™ 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.



3M™ Molecular Detection is a rapid molecular method with the ability to test for multiple types of pathogens simultaneously. When used with the 3M™ 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™ Molecular Detection System reduces energy and water use, waste, and greenhouse gas emissions relative to traditional Salmonella culture methods.



Air quality, climate change, and human health are all connected; a changing climate will make indoor air pollutants more widespread and severe. Filtrete™ Room Air Purifiers can help capture 99.97% of airborne particles³ such as dust and lint, mold spores, bacteria, and pet dander with a Filtrete™ True HEPA filter. With the new Filtrete™ Smart Air Purifiers you can control the air purifier with your smartphone and keep tabs on indoor air quality using the Filtrete™ Smart App. Even better, select purifier models with ENERGY STAR® certification are 25% more energy-efficient than standard models.

³ From the air passing through the filter media. Initial efficiency value

Imagine the lightest of particles helping to reduce the weight of airplanes and cars, providing us better overall fuel economy or battery range. 3M™ 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™ VHB™ Tapes can help product lightweighting, reduce energy consumption, and enhance aesthetics. These high-strength acrylic foam tapes create a long-lasting bond that builds strength over time while eliminating the need for rivets, screws, bolts, and welds.



Climate in the region

Science-based innovation to address climate change and conserve energy

Cutting CO2-equivalent emissions in fire protection

In Saudi Arabia, critical industries such as power generation, oil and gas, healthcare, water treatment, data center, defense and aviation all represent vital civil infrastructure or manage special fire hazards that are best protected by clean agent fire suppression systems. These clean agents offer many benefits, including quick fire extinguishing performance, non-conductivity to help protect energized electronics, and no residue after a discharge.

HFC clean agents were developed as a response to the Halon phase out that occurred in the 1980s and 1990s. However, these agents have very high global warming potentials (GWPs): just 1 pound of fire suppressant HFC-227ea has the same GWP as 3,350 pounds of CO2. As a result, they are now facing global regulatory phasedowns under treaties such as the Kigali Amendment to the Montreal Protocol and regulations such as the EU's F-Gas acts. Researchers have found that replacing high-GWP hydrofluorocarbons with low-GWP substitutes could help avoid as much as 0.5 °C of global warming by 2100.

3M™ Novec™ 1230 Fire Protection Fluid is a clean agent and HFC alternative with a GWP of less than one – less than CO2 – and zero ozone depletion potential. At the same time, it offers powerful extinguishing performance and the highest margin of safety for people of any clean agent. This enables these critical industries to confidently select a fire protection solution that optimizes human safety, performance and the environment. For example, a recent fire protection system installation in the power generation industry included over 30,000 pounds of 3M Novec 1230 fluid, representing more than 90 million fewer pounds of CO2 equivalent than if the installation had used HFC-227ea.

According to Felix von Zeppelin, Director in 3M's Electronics Materials Solutions Division, "3M™ works closely with HSE managers to build trust around the future of sustainable solutions in the fire protection industry. In addition, we provide awareness about the importance of considering the agent's margin of safety for people when installing a system in a normally occupied space."

3M™ has also committed to sustainability in fire suppression through its global 3M™ Blue SkySM Warranty, which offers system owners 20 years of protection and peace of mind

Each time the 3M team supports a 3M Authorized Original Equipment Manufacturer (OEM) with the installation of a new clean agent fire suppression system using 3M™ Novec™ 1230 Fire Protection Fluid, they know that they may have helped reduce that system's global warming footprint by as much as 3,350%.

This initiative is estimated to
reduce fuel consumption
at the plant by between
10-15%
per year.



Ⓐ A more efficient fuel system

A new 50 KVA generator has been installed at the Karachi manufacturing plant in Pakistan, to run alongside the original 250 KVA generator, so that the source of electricity supply can be switched depending on demand. In addition, an automatic fuel filling system has been introduced that will make the process safer and more efficient.



Science for Community

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

By 2050, the world population is expected to surpass nine billion people. Science is more important than ever to help the growing population live well. We need scientific solutions and collaborative approaches to global challenges like climate change, the COVID-19 pandemic, social and racial inequities, accessible education and health care, and safe workplaces.

By investing in programs that promote a circular economy, fight against climate change, and create a more just world through science, 3M inspires employees to make an impact on the world. At 3M, we recognize the importance of science and use it every day to improve the lives of people in communities around the world through our products and our action. We know that in order to solve global challenges, we need new technologies, creative scientists, and evidence-based policies and decisions to drive impactful change. We recognize the importance of well-trained science, technology, engineering, and mathematics (STEM) graduates and the critical need for equitable access to STEM education and careers, which drive us to advance diversity, equity, inclusion, and social justice within our company and community.

We believe in the power of science, sharing our expertise, and investing in the bright minds of tomorrow. Together, we will lead and design a sustainable future for all.

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 in collaborating with other companies, universities, and nonprofits to help facilitate a robust global effort.

Empowering community vibrancy around the world

➤ In 2020 3M established the **3M Foundation Social Justice Fund** and committed **\$50 million over five years** to address racial opportunity gaps through workforce development and STEM education initiatives.

➤ **3M™ M*Modal CDI Engage™ One™** reduces the administrative burden on physicians and empowers the entire care team to drive better clinical outcomes by enabling the creation of a more complete, compliant, and accurate physician note.

➤ 3M has partnered with the United Nations Global Compact to advance the **SDG Ambition**, a program to accelerate achievement of the Sustainable Development Goals (SDGs) by helping companies integrate them into their core business objectives. We are collaborating with program partners to share our leadership experience in program development and sustainability goal setting as a diversified global manufacturer.

➤ 3M is collaborating with the international non-governmental organization **Clean Air Asia** on science-based air quality solutions for New Delhi, India, and Metro Manila, Philippines, aiming to create cleaner air and more livable cities. According to the World Health Organization (WHO), air pollution causes seven million premature deaths each year. The health impact of poor air quality is particularly notable in the South-East Asia Region, where people in 99% of cities are exposed to pollution levels that exceed WHO guidelines.¹

➤ With leading-edge technology, product innovations, and groundbreaking research, **personal protective equipment (PPE)** by 3M is engineered so users can perform their best when conditions such as environmental hazards, natural disasters, infectious diseases, and workplace activities impact personal safety. In 2020 **3M manufactured two billion respirators globally** — tripling production since 2019.

➤ In 2021 3M launched its first-ever **Global Diversity, Equity & Inclusion report** marking a milestone in our commitment to increasing transparency as a company, creating greater equity, and providing a deeper look at what we need to do in order to enact the change we want to see in the world.

¹ World Health Organization. Air Pollution Overview. Retrieved from https://www.who.int/health-topics/air-pollution#tab=tab_1

Communities in the region

Empowering the next generation

3M has a number of active programs in place across MEA designed to inspire the next generation to study STEM (science, technology, engineering, and math) subjects so they can become the scientists and engineers of the future.

Having fun with ‘Science at Home’

In April 2020, 3M launched Science at Home, a program designed to demonstrate fun, educational science experiments that students who were suddenly impacted by the Covid-19 pandemic could take part in at home.

In the United Arab Emirates, 3M partnered with the Dubai Knowledge and Human Development Authority and Dubai Saturday Clubs to run live webinars hosted by 3M Application Engineers aimed at school children aged 12–15.

In South Africa, 3M teamed up with Play Africa to create printed Science at Home activity packs to distribute to children who don’t have access to the internet.



Play Africa

Is current running its original I am a Scientist program, an initiative funded by 3Mgives with a USD 50,000 grant. This educational enrichment programme for primary school children aims to bridge the opportunity gap and promote equitable science outcomes in South Africa.

Through hands-on exhibits and facilitated activities, I am a Scientist aims to inspire a new generation of innovators, inventors and makers and create a more diverse future workforce in South Africa.



Supporting black economic empowerment

As part of Broad-Based Black Economic Empowerment (BBBEE) – an initiative run by the South African government to reconcile South Africans and address the inequalities of apartheid by attempting to

compensate for land that was repossessed – 3M South Africa has contributed approximately USD 23,000 towards youth and STEM initiatives by supporting two non-profit organisations:

Khensani’s Collection

3M South Africa has partnered with Khensani’s Collection to provide after school classes for students in Diepsloot and the surrounding areas. Our contribution has helped to create 26 short-term jobs as well as access to computers and phones for the students.

As part of the initiative, 3M also provided coaching material for leadership classes, funding for an app to enable students to access online lessons and personal protective equipment so that in-person teaching could go ahead.

At the start of the pandemic, students in Diepsloot were only attending school twice a week as there was not enough space to accommodate them with social distancing measures in place. As a result, students in the area become more reliant on Khensani’s for extra lessons and the number of attendees grew to 60.



OLICO

Another partnership, with OLICO, has been providing supplementary Math lessons to support high school pupils from underprivileged communities in Diepsloot.

OLICO learners have shown remarkable resilience over the past year despite the massive challenges caused by the Covid-19 pandemic and the class of 2020 managed to produce the best results to date, including a 100% matric pass-rate and 100% pure math pass-rate.

Initiatives to support this include the introduction of remote tutoring and support for learners via WhatsApp groups.

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.



Communities in the region^o

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 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.

3Mgives Covid-19 Relief with United Way Worldwide

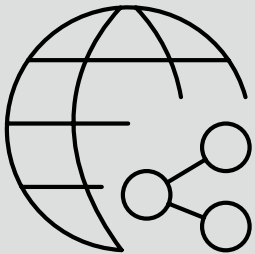
In June 2020, 3M pledged USD 20M, at corporate level to support Covid-19 relief projects globally to support the most vulnerable who have been impacted by the pandemic. Almost USD 700k has been pledged to support relief projects in Sub-Sahara Africa: South Africa, Nigeria, Ghana, and Kenya out of the funding of USD 1.9M allocated to programmes across the EMEA area.

- ▶ In South Africa, USD 220k grant - United Way South Africa worked with 12 implementing partners across 4 provinces in South Africa and 221 volunteers who served an estimated 1,868 volunteer hours.

We reached 5,295 homes, **touching 31,770 lives** directly & over 180,000 lives indirectly.

- ▶ In Ghana, the USD 198k grant - United Way Ghana engaged community health officials with the support of trained volunteers to educate 6,300 people on: proper hand washing; proper application of hand sanitizer; appropriate ways to wear, take off, and maintain face masks.

- ▶ In Nigeria, the USD 160k grant - United Way Greater Nigeria (UWGN) received a grant to support the numerous Nigerians living in poverty who are particularly at a disadvantage due to the coronavirus pandemic. The goal of this grant was to carry out an initiative to provide low-income Nigerians, who are among the most vulnerable and marginalized communities in the country, with basic staple foods to sustain themselves and their families.
- ▶ In Kenya, a first grant of USD 60k was donated towards helping 430 most vulnerable families by procuring food supplies pegged with public awareness campaign on the proper usage of PPEs and sanitizers. A second grant of USD 60k will focus on improving health and safety of community members living in the slums amidst the pandemic.



product donations
40k USD
mostly in wound care by 3M MEA region.

product donations
28k USD
mostly in PPE by 3M partner - Direct Relief.

30k USD
to Lebanon Red Cross

Beirut Port Explosion Relief Fund

At 3M, we are committed to helping communities around the world when disaster strikes. During times of emergency, 3Mgives partners with GlobalGiving to support relief and recovery efforts in affected areas.

Following the explosion in Beirut, 3M matched our employees' donations to the Beirut Port Explosion Relief Fund, in addition to providing grants and product donations.

- ▶ USD 40k product donations, mostly in wound care by 3M MEA region.
- ▶ USD 28k product donations, mostly in PPE by 3M partner – Direct Relief.
- ▶ USD 30k cash support to Lebanon Red Cross, for emergency response from 3M Middle East & Africa corporate and businesses as well as Global 3Mgives.
- ▶ Employee contributions to the Beirut Port Explosion Relief and Development Association are matched by 3MGives to USD\$18,262.78k.

3Mers across MEA and globally teamed up to donate towards rebuilding homes and feeding families impacted by the explosion. The blasts hit a large area around Beirut's port, including one of the poorest parts of the city as well as our 3M office. 3Mers were inspired to serve those in need, particularly those who are extremely vulnerable.

By November 2021, the total contributions have helped serve 268,762 meals to families in Beirut. Donations to this fund were administered by local non-profit Union of Relief and Development Associations, to provide medical supplies, food, and resources to those impacted by the explosion. GlobalGiving vetted Union of Relief and Development Associations to ensure they are a legitimate, registered charity in Lebanon.



Employee diversity, equity and inclusion

Cultivating a connected community by listening, understanding and acting

Advocating for female equality

Increasing diversity in every region is a core element of 3M’s sustainability strategy and will help to build a diverse pipeline for executive leadership.

The vision of 3M’s Women’s Leadership Forum is to attract and develop leaders at every level of the organization to accelerate the inclusion and advancement of women globally to reflect our customers and markets and grow our business.

3M Middle East and Africa has an active Women’s Leadership Forum that helps employees advance themselves and others across the region by arranging and facilitating events, workshops and mentoring sessions.

The focus for 2020 was Advocating for Equality. An Allies to Advocates workshop was hosted in Pakistan on International Woman’s Day and a celebration event was held at the Maple Park manufacturing plant in South Africa.

Although similar events were planned for other countries in the region, these had to be cancelled due to the Covid-19 pandemic. A number of virtual events were run instead, including Personal Branding workshops showing colleagues how they can stand out and develop themselves and online Coffee Chats for employees to share their experiences, challenges and learnings.

The 2021 Women’s Leadership Forum theme was ‘The Year of Lift we rise by lifting others’ - celebrating the tremendous efforts of women and girls around the world in shaping a more equal future.

Events run across the region over the past year have included #I’m Remarkable workshops focused on recognizing our strengths and celebrating successes; panel discussions on the role of women in the Covid-19 crisis; and a Not the Science Type webinar sharing advice and insights into STEM (Science, Technology, Engineering and Math) careers.

The region’s Women’s Leadership Forum chair is Robyn O’Leary. She says: “We strive to provide a platform where employees are encouraged to share their experiences and address some difficult topics and invite experts from different fields to talk to our members on topical issues.”

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.

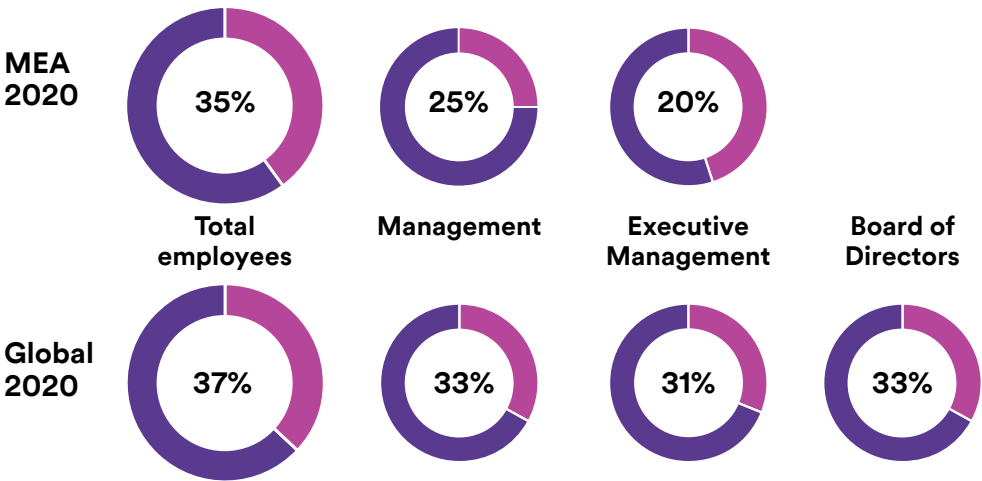
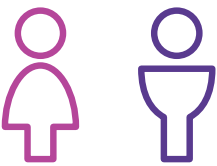
76% In 2020, of employees felt included

An increase from 70% in 2019.



Gender diversity

These graphs highlight the percentage of female employees globally and as a total for the 2020 workforce in MEA



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](#).



Keeping ethics and compliance front and centre

Corporate governance

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.

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.

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.

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.



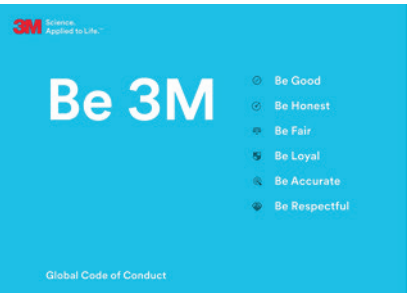
Corporate Code of Conduct

Keeping ethics and compliance front and centre

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.

Working together to prevent corruption

Our Business Partners can rely on 3M to act with integrity and in compliance with all laws. 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.



Protecting employees during the pandemic

From the start of the Covid-19 pandemic, the health and safety of our workforce has been at the heart of every decision. An Incident Management team was set up for the MEA region to manage the local implementation of 3M's pandemic preparedness plan. This global plan is designed to protect the wellbeing of employees, while safely continuing business operations, and is governed by the Corporate Crisis Action team.

Throughout the pandemic, 3M site leaders have worked together with EHS (Environmental, Health and Safety) leaders to ensure that all necessary safety measures have been put in place at both manufacturing sites, which continued to operate throughout the pandemic, and offices.

At all 3M facilities in the region, these additional measures were put in place to protect employees.

- ▶ Site and work stations were re-arranged to ensure physical distancing and screens were put up in reception areas and canteens
- ▶ Additional cleaning procedures were introduced
- ▶ Employees are closely monitored for Covid-19 symptoms
- ▶ The use of face coverings was introduced
- ▶ Hand sanitizer was made available
- ▶ Employees received training related to Covid-19 prevention measures in local languages
- ▶ Crowded events and travel were banned
- ▶ All meetings took place virtually where possible.

At the Maple Park manufacturing plant in South Africa, a Covid-19 Compliance Officer was appointed and a staggered work pattern was introduced. Risk assessments were carried out for 3Mers to identify any vulnerable employees and remote working was introduced where possible.

Additional safety measures were also put in place at the Karachi plant in Pakistan. These included plastic screens put up in the bus transporting employees to work; taking the temperature of employees on arrival at the plant, record keeping and the installation of additional hand washing stations. An isolation room was also created.

Throughout the pandemic, a number of employee campaigns have been run to encourage the wearing of face coverings and the take-up of vaccines. Project Zero was also introduced by the global team to share the latest information on the pandemic and best practice to help 3Mers avoid catching the infection.

Compliance training

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.

We reached **100%** completion of our annual code of conduct certification.



"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."

Ethics and Compliance Manager.

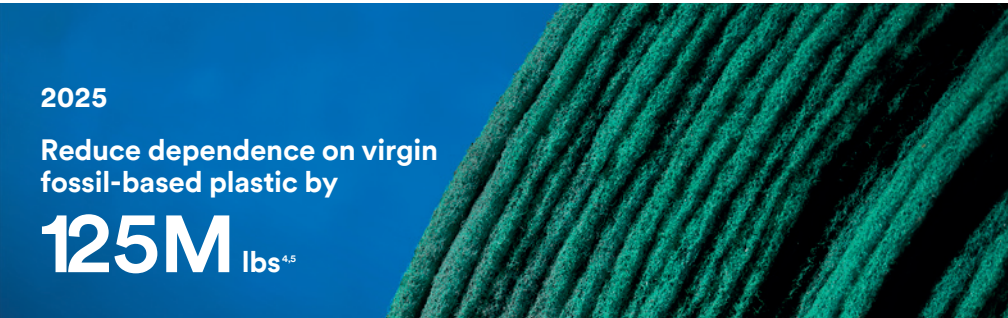


Increasing our ambitions

Our Sustainability goals and ESG metrics reflect a heightened commitment to thinking holistically about how our operations and products can drive change for a sustainable future. Because it is our ambition to improve lives we have aligned our Strategic Sustainability Framework and goals with the UN Sustainable Development Goals. In 2021 3M announced it expects to invest approximately \$1 billion over 20 years to accelerate new environmental goals: achieve carbon neutrality, reduce water use at its facilities, return higher quality water to the environment after use in manufacturing operations, and reduce dependence on virgin fossil-based plastic.



3M will install state of the art technology by 2023, and be fully operational by 2024 to return **higher quality water to the environment** after use. Through these efforts, 3M expects to **reduce its overall water usage by 2.5B** gallons per (about 9.5 billion liters) year.^{1,2}



Our goals mitigate climate change and **improve lives across our global communities**. We are committed to leading in and helping shape a world with cleaner air, better water quality, and less waste.

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 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
⁴ Established in 2020 to drive trend and trajectory progress over time
⁵ 2020 is the baseline measurement year

More than a century of sustainability driven innovation





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