

# Accelerating our ambitions >



# 3M and United Nations Climate Change to address climate challenges and drive collective solutions.

On Wednesday, November 10, 2021, 3M highlighted the unique challenges and opportunities manufacturers face in combating climate change in a candid conversation with global peers at the Conference of the Parties (COP26).

## Starting at COP26, new partnership advanced the Paris Agreement and United Nations (UN) Sustainable Development Goals (SDGs).

The event took place within the United Nations Climate Change (UNFCCC) pavilion as part of its new strategic partnership with 3M. In addition to featuring insights from international sustainability leaders, the conversation was moderated by Sally Uren, CEO of Forum of the Future, a leading international sustainability nonprofit.

“Through our established commitments, global manufacturing footprint and technology solutions, 3M is helping to drive positive impact on climate change — impact that we can further expand and amplify through connections at COP26 and our new partnership with UNFCCC,” said Gayle Schueller, 3M Senior Vice President and Chief Sustainability Officer.

”By working with the UNFCCC and across its partnership network, we can share our insights as well as our challenges, emphasising there is no singular approach to addressing climate change and encouraging new peers to join us in working toward a more sustainable future.”

3M is working with the UNFCCC and its partnership network to drive collective action on climate change, social and environmental responsibility, and the UN SDGs. Following COP26, 3M and UNFCCC are collaborating on engagements at key global climate events for the next three years.

## About the cover

The cover image of this 2022 Nordic Impact Report depicts an Xcel Energy wind farm located in Pipestone, Minnesota. In 2019, 3M converted our global headquarters — a 165 hectare campus in Maplewood, Minnesota — to using wind energy produced from this location. Since then, we have continued to expand our wind and other renewable electricity sources as part of our commitment to go 100% carbon neutral by 2050. Our Swedish factories have used renewable electricity sources since 2016.

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## About the report

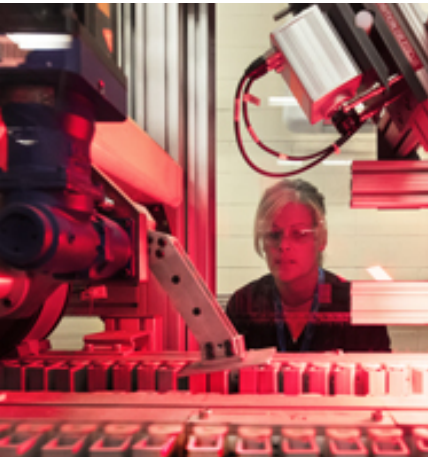
3M is subject to the requirements of the Danish Financial Statements Act sections 99a and b and the Swedish Annual Accounts Act on Non-Financial Reporting. This report complements the 3M a/s and 3M Svenska AB Annual reports. Collectively 3M’s Annual Reports 2021 and its 2022 Global Impact report fulfil 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.



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# A message from Mike Roman

At the same time, we have stepped up our efforts in Environment, Social and Governance (ESG), investing in environmental stewardship and advancing equity and inclusion in our company and communities. In combination, these efforts demonstrate the societal value 3M uniquely brings to the world.

Every day, the extraordinary people of 3M bring our purpose to life. It is found in the ingenuity of 3M employees like Steven Toh, an engineer who pioneered an innovative rooftop solar project at our factory in Singapore.

It's found in the leadership of L.C. Cartagena, a crew director at our South Dakota plant, whose team broke multiple shift records and produced more than 1 billion respirators over the last two years.

Throughout my 34 years at 3M, I have been proud of the difference we make. Our work is rooted in purpose — unlocking the value of people, science, and ideas to reimagine what is possible and build what is next.

**We use science to strengthen healthcare, empower consumers, and reshape the future of transportation and manufacturing.**

These past two years, we have helped lead the response to COVID-19 and distributed more than 4 billion respirators to protect nurses, doctors, and first responders, while helping accelerate manufacturing of needed vaccines.



**Since 2020,**  
**3M's South Dakota plant has produced more than**  
**1 B**   
**respirators**

It's found in the boldness of Martin Dittmar, an engineer at our plant in Germany. Last July, after their community was devastated by a historic flood, Martin led a crisis team that jumped into action, shutting down operations to protect lives — then, incredibly, rebuilding the plant in a matter of weeks, so they could serve customers with critical medical products.


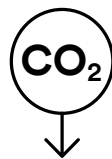
There are examples like these across our enterprise. I want to thank our 95,000 employees — including the 50,000 people in our factories — for living our purpose every day and for their immense contributions to 3M. Purpose drives our performance and ensures we meet the expectations of our stakeholders.

**Advancing commitments to ESG**  
For environment, 3M is a long time leader among manufacturers, going back more than 45 years to our ground breaking Pollution Prevention Pays (3P) program.

It is a value that matters deeply to 3M employees, to our stakeholders, and to me personally. In 2021, we advanced our leadership with a \$1 billion commitment to achieve carbon neutrality, reduce water use, improve water quality, and reduce our use of plastics.



We have put forward ambitious goals to bend the curve — for example, a

**20%**   
**water reduction**  
**by 2025 and**  
**50%**   
**carbon reduction**  
**by 2030**

Going forward, we will continue our support of the United Nations Global Compact.

For society, we are advancing diversity, equity, and inclusion (DE&I) with a pledge to double our representation of under-represented groups within 3M. We have multiple programmes to make STEM education more available and increasing transparency through an annual Diversity, Equity and Inclusion Report with details on our progress and metrics.

For governance, we continue to act with unwavering integrity and transparency — leading to a ninth straight recognition by Ethisphere® as one of the World's Most Ethical Companies®.

All of this work is done by people at 3M who are powered by inclusion, one of our core cultural values, and inspired by our purpose.

**Confident in our future**  
We are building a stronger enterprise and I am confident we will continue to grow our businesses, improve our operational performance, and live our purpose — delivering for our customers, shareholders, and all stakeholders who have placed their trust in us.

**Mike Roman**  
*Chairman and CEO*



# A message from Gayle Schueller

We're also investing \$1 billion over 20 years to accelerate air and water stewardship and drive towards carbon neutrality, and we're implementing new goals to reduce the company's use of plastics.

Whether it is our environmental goals, social justice initiatives, or governance commitments, our success is fueled by our purpose: unlocking the value of people, ideas, and science to reimagine what's possible. Collaboration, urgency, and sound science are the force multipliers of our work. Collaboration means first asking our stakeholders a simple question: where is 3M's opportunity to make the biggest impact? Once we understand, we act.

At COP26, we entered into a partnership with the UNFCCC to advance the Paris Agreement and the UN SDGs along with other organisations.

We worked with 16 organisations in founding the Global Alliance for Sustainable Energy, with an aim to decarbonise the global energy system in alignment with the 2030 agenda set out in the UN SDGs. We joined the Water Resilience Coalition, serving on the Leadership Committee to help build a water resilient world for our communities, our ecosystems, our companies, and the global economy.

Beyond our environmental commitments and collaborations, we made progress in our social justice efforts, distributing funds, creating scholarships, and investing in our goal to deliver 5 million STEM experiences by 2025.

Everything we do is guided by sound science. At our heart, we are a science company, led by people

who believe science can solve the world's biggest challenges. When we planned our environmental goals, we mapped out a path guided by math, so that not only would we know where we were going, but would be able to clearly demonstrate, year after year, exactly how we would get there. We want to go beyond making commitments. We want to show our progress.

Our **Global Impact Report** is not only our report card, but our roadmap. Join us on our journey, share your ideas on where we are succeeding and where we can improve, and above all, be our partners in imagining and delivering a better world for everyone.

## Gayle Schueller

Senior Vice President and  
Chief Sustainability Officer



# A message from Lars Hanseid



In 2021 we continued to support our employees and serve our customers and stayed focused on our commitment to drive further reductions in waste, water and energy consumption.

A number of these improvement projects at our two sites in Gagnef and Värnamo we were recognised with global 3P awards in 2021, these are given annually by 3M in recognition of good environmental management.

Health and Safety continued to be a major focus and I'm delighted that our manufacturing sites in Sweden received a prestigious 3M CEO Environment, Health and Safety (EHS) Award in recognition of their lost-time incident achievements.

We continue to challenge ourselves in DE&I and we encourage employees across the region to take part in activities run by the 3M Pride and Women's Leadership Forum employee networks. We have strong gender diversity in the Nordic countries, and I am proud of the number of females represented in our management teams.

Giving back to local communities and creating Science, Technology, Engineering and Maths (STEM) learning opportunities for young people is another priority. A global \$50,000 grant to the Vetenskapens Hus (House of Science) in Sweden will fund a programme making STEM activities available to a diverse range of young people in the Stockholm area.

In person volunteering took place in a limited way in 2021. Milla Olo from 3M Finland joined colleagues from the US to take part in a virtual 3M Impact programme to help a charity based in Sarajevo, Bosnia, secure financial support. Several employees from Sweden and Denmark also took part in a STEM project to create Career Capers cards - an inspirational educational resource for schools.

Sustainability Week engaged employees in a number of events aligned to 3M's strategic sustainability framework. A highlight was daily live presentations from subject matter experts on topics such as accelerating climate action, introducing circular solutions and embedding social value.

As non-production employees start to return to work at our offices following the lifting of Covid-19 restrictions, we are implementing Work Your Way - our new flexible working model offering the option of working mainly on-site, remotely, or a hybrid of the two.

In November I was fortunate to be able to attend COP26 in Glasgow, in person. We networked with key government and business leaders in the run up to the conference as it is only by collaborating with others that we will be able to find the technology driven solutions that we need to tackle the global challenges we face and advance the circular economy.

## Lars Hanseid

Vice President EMEA Corporate  
Affairs, Managing Director North  
Europe Region

### Achievements in Gagnef, Västervik and Värnamo:

Reduced the amount of material  
sent for landfill and incineration by  
**53.6%** since 2015.



Water usage decreased by  
**18.1%** since 2019.



Energy use  
decreased by  
**12.7%** since 2015.



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





# Värnamo 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.

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.

PELTOR headsets enable employees working in noisy environments to communicate clearly while cancelling out background noise and remain socially distanced.

## Värnamo named The Collaborative Company of the year 2021

This recognition was given by Campus Värnamo, an education and technology centre. This is an annual honour that recognises companies for their contribution to the business climate and for stimulating an interest in technology among children and young people.

The picture shows plant manager Tomas Mattsson receiving the award.



## Motivation for The Collaborative Company of the Year 2021

“ 3M in Värnamo has been a driving force in the creation, building and development of the partnership since the start of 2018. By hosting students for internships and degree projects, 3M has taken great responsibility in the business climate in the educational programme Production Development during 2021. Furthermore, 3M's development skills have contributed to more companies in the region being able to train their employees at home. 3M is a worthy winner and a collaborative company contributing to the Värnamo region's competence supply. ”

– the collaborative company of the year.



### Circular

Closed-loop systems in the manufacturing processes help keep the water use in Värnamo to a minimum.

Achieved  
**100%**  
zero landfill site in 2020 and 2021



### Climate

Reduced energy usage by  
**13.9%**  
in Värnamo since 2015



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



### Community

A strong gender diversity is also seen in Värnamo, where the gender diversity in the management team is 50 percent, mirroring the female representation in the total workforce of 46%.

Female representation  
**50%**  
in management team and total workforce



The site is  
accredited to ISO  
14001 standards



Since 2010, Värnamo prevented more than  
**70.9**  
metric tons of pollutants.



Two years  
without a lost-time  
incident in 2021.



# Gagnef site spotlight

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

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.



### Plant Manager point of view



“ We put a strong focus on optimising our processes to improve our yields, which has a positive impact on the environment. This also means that we are able to minimise the amount of constrained raw materials that we buy from our suppliers, reducing transportation and other environmental impacts. Poor yield is often only seen as a cost factor, but it's about looking after the planet too and this is something that we always keep in mind.

– Tomas Mattsson,  
Plant Manager

”

### Circular

Gagnef sends very small amounts of waste to landfill, with the target of reducing this to zero.

Reduced waste by  
**60.0%**  
in Gagnef from  
2015 to 2021



The site is  
accredited to ISO  
14001 standards



### Climate

Increased energy  
usage by  
**33.3%**  
in Gagnef since 2015



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



Since 2007, Gagnef  
prevented more than  
**60.2**  
metric tons  
of pollutants.



Air Waste  
Water

### Community

At Gagnef, the division of the total workforce is 64 percent men and 36 percent women; same split of 60/40 is reflected in the management roles.

Female representation  
**40%**  
in management team  
and total workforce



Four years  
without a lost-time  
incident in 2021.



# Västervik 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.

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.

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.



## Celebrating a safety milestone at Västervik

Västervik received a prestigious 3M CEO EHS Award.

This comes in recognition of the site celebrating two years without a lost-time accident, or any recordable incidents, in 2020. In addition, the site was recognised for achieving global 3P awards for a number of environmental management projects as well as its strong EHS culture and wellness programme for employees.

To strengthen EHS at the plant, the mangement team introduced the Stop, Think, Act method for employees to follow before performing any task and this has led to a decrease in the number of reported incidents. In addition, through the See and Act programme, members of the leadership team coach production workers on the shop floor in all areas of health and safety.

Wellbeing is also a focus at Västervik. The ergonomics of all value streams have been improved and employee programmes include supporting regular health checks, providing funding for things such as gym memberships as well as running regular social activities.

## Plant Manager point of view

“ We received the CEO award in 2021 and celebrated by providing a free lunch for all employees. I’m very proud of the whole team at Västervik who have played their part in making all areas of EHS a special focus at the plant.

— Stefan Gustavsson



## Circular

Reduced waste by  
**44.2%**  
in Västervik from  
2015 to 2021



## Climate

Reduced energy  
usage by  
**18.6%**  
in Västervik since 2015



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



## Community

At Västervik females make up just 14 percent of the workforce, due to the nature of the work which involves using heavy machinery. However half of the leadership roles at the site are held by women, a point increase of 20% compared to 2020.

Female representation  
**50%**  
in management team  
and total workforce



The site is  
accredited  
to ISO 14001 and  
ISO 9001 standards



Since 2014, Västervik  
prevented more than  
**18.0**  
metric tons  
of pollutants.



Waste

Three years  
without a lost-time  
incident in 2021.



# Who we are

- ▶ 3M at a glance
- ▶ Leading with purpose
- ▶ Materiality assessment
- ▶ Advancing impact
- ▶ Our communities
- ▶ Diversity, equity and inclusion
- ▶ Recognition

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.

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.

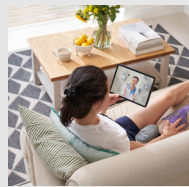
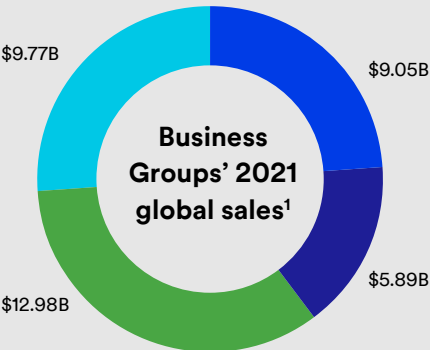
Manufacturing, supply chain and customer operations are consolidated into an end-to-end Enterprise Operations organisation. Our regionally distributed manufacturing approach allows us to apply the expertise of our people to serve customers in all geographies.

Finally, key capabilities are part of our global Corporate Governance and Services organisation to advance sustainability, our brand and reputation.



# 3M at a glance

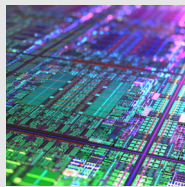
Advancing our impact for the greater good



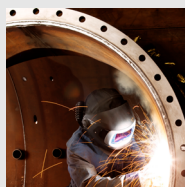
Health Care



Consumer

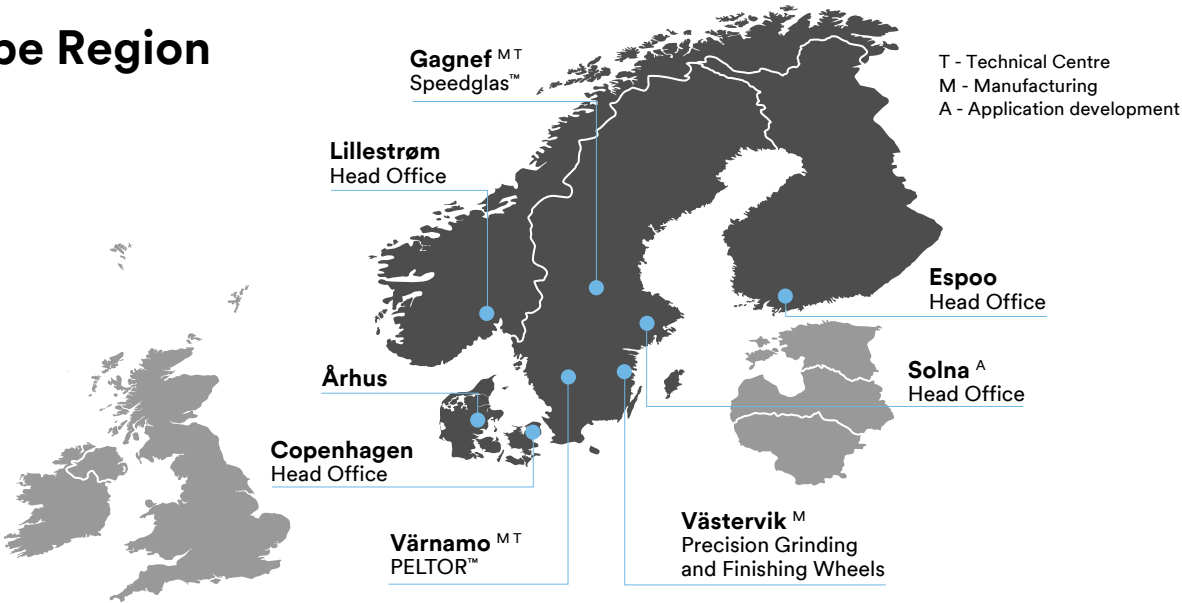


Transportation and electronics



Safety and industrial

## North Europe Region



- Our three sites in Sweden manufacture thousands of products for the Safety and 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.

 **100+**  
straight years  
of dividends

 Over  
**55k**  
products

 **\$1.99B**  
in R&D spend

 **94.7K**  
3Mers globally

 **\$35.4B**  
in sales

 **>129K**  
patents

 **>200**  
sites

 Sales in  
**~200**  
countries

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

 More than  
**800**  
brands  
and trademarks

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

 **1.60B**  
in capital investments

### 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 story of how we are doing it — setting aggressive goals, incorporating sustainability into every new 3M product, and using science to make the world more sustainable for future generations. And we aren't doing it alone.

This is the continued story of our purpose: **#improvinglives**

<sup>1</sup> This information is based on information from 3M's 2021 Annual Report on Form 10-K and does not reflect changes in measures of segment operating performance effected in the first quarter of 2022. See Form 8-K filed April 26, 2022 for additional details.



# Leading with purpose

We connect our strengths to our customers

### Our Commitment

For over 120 years, we have been dedicated to science and exploration, taking on global challenges and developing solutions for our customers.

As a company, we are guided by our Purpose, Promise, and Principles in the pursuit of creating unique and differentiated value for customers, shareholders, and our stakeholders.

All of these bind us together as one 3M. These collective ideals correspond to expectations from our customers, investors, and our employees, and they work in concert with our foundational strengths and priorities for long-term growth.

### Our actions

When it comes to strategic planning, collaborations, ESG goal setting, and reporting, we seek and rely on both internal and external input.

### 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.

### Our Purpose

Unlock the power of people, ideas, and science to reimagine what’s possible





### Our Promise

Improve lives by helping solve the world’s greatest challenges

### Our Principles

- Science-based performance
- Unparalleled expertise, extraordinary outcomes
- Makers of what’s next
- Strength in collaboration
- Change for good

### Strengths

-  Technology
-  Manufacturing
-  Global Capabilities
-  Brand

### Priorities

-  Portfolio
-  Transformation
-  Innovation
-  People & Culture



### Our strategic sustainability framework

Our corporate Promise culminates in our ambition to help transform businesses and improve every life.

Together with our Principles, these elements drive and inform our approach to sustainability through the strategic sustainability framework.

Our goals and ESG metrics reflect a heightened commitment to thinking holistically about how our operations, people, and products

can all contribute to a better and brighter future.

Our intent is to use a science-based approach to reimagine what’s possible, inspiring progress to transform aspirations into action, and tackling the challenges that are 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



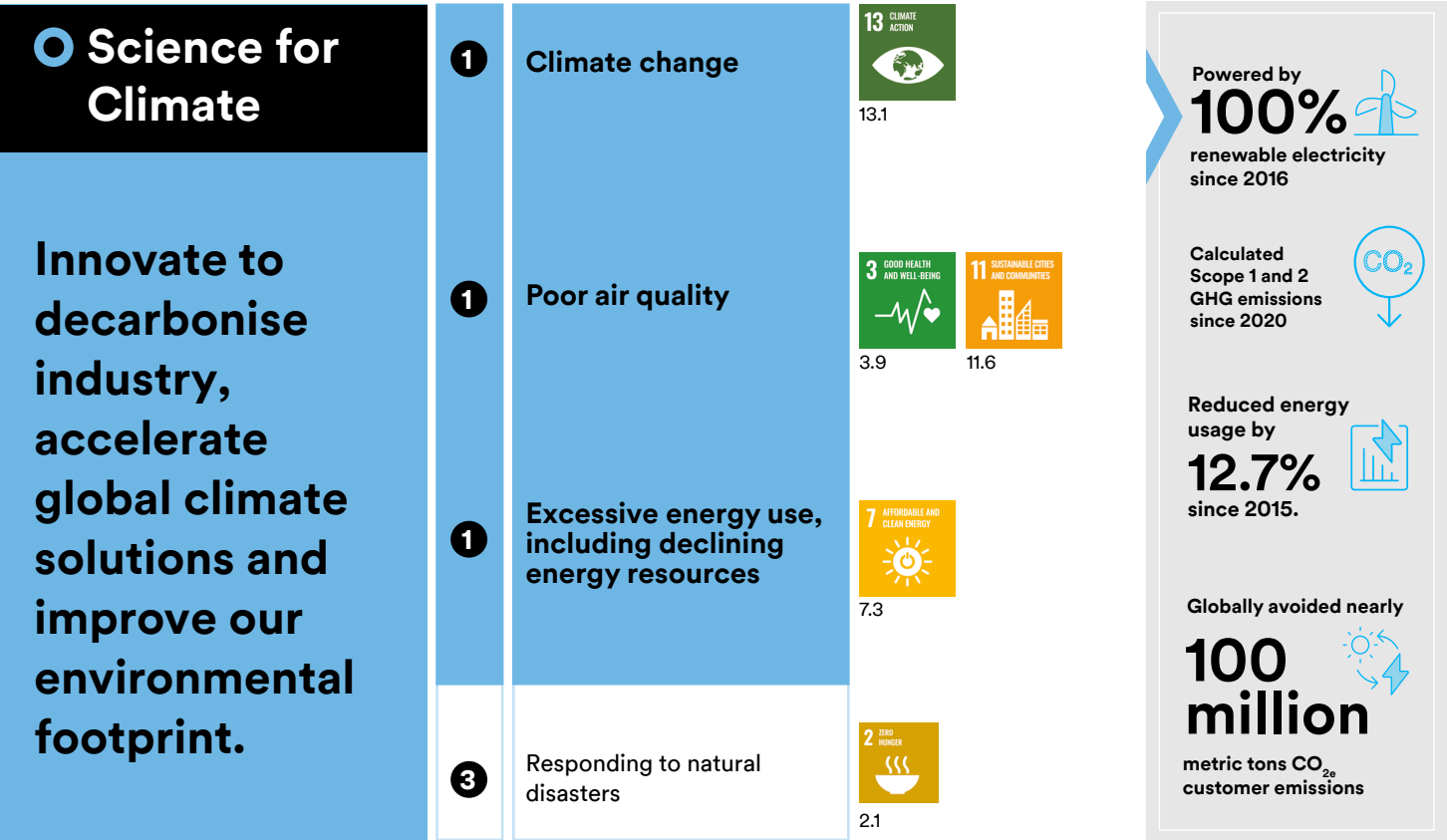
# Materiality assessment

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

We analysed insights and inputs from stakeholders and developed the sustainability priority matrix, which also demonstrates how our 2025 Sustainability Goals align with the UN 2030 Agenda for Sustainable Development. 3M conducted a similar process through an internal online employee survey.

**Past, present and future ESG focus areas**  
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 were community safety and health, safe working conditions, ethical business practices and reducing waste from operations.

In 2022, we will conduct another materiality assessment.  
Data provided in this Impact Report includes information focusing on items with high potential to impact 3M's reputation and items that are of great importance to our internal and external stakeholders.  
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 in for science for circular and science for climate.  
Science for community includes data for both manufacturing sites and sales offices.



1 Tier 1: most critical issues with highest potential impact    2 Tier 2: important issues with high potential impact    3 Tier 3: issues with average level of importance





# Advancing impact

## Inspiring progress to transform aspirations into action

### Our commitment

We remain committed to using our resources and capabilities to help the world continue to respond to COVID-19 while accelerating our ESG ambitions.

As we continuously expand existing goals and introduce new ones with varying timelines, we simply call them our Sustainability Goals. They are organised to fit within each pillar of our strategic sustainability framework with alignment to the 17 UN SDGs.

### Our actions

We acted to bend the curve on carbon emissions as we continued to evolve our commitments and strive to set ambitious goals.

In 2021, we announced an investment of \$1 billion to accelerate new environmental goals over the next 20 years.

Some goals increased in scope like our water efficiency goal and other goals were introduced in 2021 like improving water quality, reducing virgin fossil-based plastic, achieving carbon neutrality and advancing economic equity.

### Science for Circular

- ▶ Require a Sustainability Value Commitment (SVC) for every new product<sup>1</sup>
- ▶ Reduce manufacturing waste by 10%, indexed to sales
- ▶ Achieve zero landfill status at more than 30% of manufacturing sites, by 2025
- ▶ Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance by 2025
- ▶ Reduce global water usage by: 10% by 2022, 20% by 2025, and 25% by 2030, indexed to sales<sup>2</sup>
- ▶ For 3M's global manufacturing sites, enhance the quality of water returned to the environment from industrial processes by 2030<sup>3,4</sup>. Our initial focus is on state-of-the-art water purification technology at the largest water use locations globally by 2024
- ▶ Engage 100% of water-stressed/scarce communities where 3M manufactures on community-wide approaches to water management by 2025
- ▶ Reduce dependence on virgin fossil-based plastic by 56.7K metric tons by 2025<sup>5</sup>

### Science for Climate

- ▶ Help our customers reduce GHGs by 250 million metric tons of CO<sub>2</sub>e emissions through use of 3M products by 2025
- ▶ Improve energy efficiency indexed to net sales by 30% by 2025
- ▶ Increase renewable energy to 50% of total electricity use by 2025 and to 100% by 2050
- ▶ Achieve carbon neutrality in our operations by 2050. Reduce Scope 1 and 2 market-based GHG emissions by at least 50% by 2030 and 80% by 2040<sup>7</sup>



### Science for Community

- ▶ Invest \$50 million to address racial opportunity gaps in the U.S. through workforce development and STEM education initiatives by 2025<sup>8</sup>
- ▶ Double the pipeline of diverse talent in management globally to build a diverse workforce by 2030<sup>8</sup>
- ▶ Double the representation of Black/African American and Hispanic/Latino employees in the U.S.<sup>6,9</sup>
- ▶ Advance economic equity by creating 5 million unique STEM and skilled trades learning experiences for under-represented individuals by 2025<sup>10</sup>
- ▶ Provide training to 5 million people globally on worker and patient safety by 2025
- ▶ Invest cash and products for education, community, and environmental programmes by 2025
- ▶ Maintain or achieve 100% pay equity globally<sup>6,9</sup>
- ▶ Provide 300,000 work hours of skills-based volunteerism by 3M. Employees to improve lives and help solve society's toughest challenges by the end of 2025



1 For projects passing a 'gate' in our new product commercialisation process; an SVC describes how the product drives positive impact for our stakeholders in alignment with our strategic sustainability framework.

2 Expands our previous commitment, which aimed to reduce water use by 10% between 2015 and 2025. 2019 is the baseline measurement year.

3 By improving the weighted average of priority constituents, including select metals, BOD/COD, cyanide compounds, fluoride, total nitrogen, oil & grease, PFAS, solids (TDS/TSS), sulfate, and others.

4 Water used by manufacturing or industrial processes, including all water use not defined as domestic (sanitary, cafeteria, etc.).

5 Established in 2021.

6 2020 is the baseline measurement year.

7 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 by more than 85% from 2002 levels. 2019 is the baseline measurement year.

8 In 2021, 3M updated the goal maturity date to 2030 from 2025. See 3M's 2021 Global Diversity, Equity & Inclusion Report for more details.

9 Established in 2020 to drive trend and trajectory progress over time.

10 2021 is the baseline measurement year. 3M defines underrepresented individuals in the U.S. using National Science Foundation research. For global definitions, we rely on gender diversity and local context for marginalised populations. Results from 2021 will be reported in 2023.





## Science for community

# Our communities

## Making a difference in the world through science

Science for Communities is one of the three pillars in our strategic sustainability framework. We help build sustainable communities through strategic investments and the involvement of 3M businesses, sites, and employees worldwide who volunteer and leverage their skills to make a difference. In this way we can combine our products, technologies and philanthropy to amplify our social impact.

### 3Mgives

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

#### Education:

Encouraging young people to study 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.

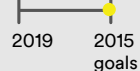
#### Community:

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.

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

**Progress:** achieving goal of continuing to invest in global giving programs



2019 2015 goals

#### Corporate results:

Since 1953, 3M and 3M Foundation have invested \$1.90 billion in cash and product contributions in communities where 3M operates.

#### Regional results:

In 2021 Norway and Finland contributed \$4,192 in cash donations to 3M communities. Support focused on local cancer associations, Red Cross and the Norwegian Air Ambulance Service.

Västervik supported Breast cancer and prostate cancer organisations with respectively \$1,100 for the third consecutive year.

### Our actions

In 2021, we continued our global efforts to help the world respond to the impacts of COVID-19 through strategic partnerships and donations of millions of dollars worth of health and safety products like Powered Air Purifying Respirators (PAPRs), face shields, spray disinfectant, 3M™ Littman® Stethoscopes, 3M™ Cavilon™ Skin Protection, protective eyewear, and face masks.

In 2021, in addition to our pandemic support, \$1524 cash donations were provided by 3M Norway for relief from the mudslide in Gjerdrum in Norway.

#### Giving that starts at home all over the world

In 2021, employees all over the world contributed \$3.80 million in donations and pledges to the Community Giving Programme. Our 3M Foundation matched the employee donations totalled more than \$6.39M to help solve our communities' greatest needs.

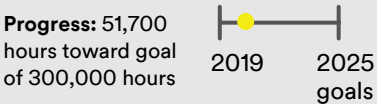
### Local community support in times of need

In 2021, in addition to our pandemic support, a disaster relief donation of \$1,524 cash donations were provided by 3M Norway for relief from the mudslide in Gjerdrum in Norway.



# 3Mers in the Nordic countries give their time to support good causes

**Goal: Provide 300,000 work hours of skills-based volunteerism by 3Mers to improve lives and help solve society's toughest challenges by 2025.**



**Corporate results:**  
In 2021, 3M provided 16.5K work hours of skills-based volunteerism through 3M Impact.

**Regional results:**  
An employee from Finland took part in our 3M Impact Health Care programme in 2021. Our employees contributed with 126 hours of volunteering, where 80 of these were skills-based volunteerism through 3M Impact.

- Skills-based volunteering**  
3M offers a portfolio of skills-based volunteering programmes for employees called 3M Impact, where the three main programmes includes:
- ▶ 3M Impact Global, which sends employees to communities around the world to work on-site with local nonprofit organisations and social enterprises for two weeks
  - ▶ 3M Impact Local, where employees work with a nonprofit organization or social enterprise located in their own community
  - ▶ 3M Impact Health Care, where employees use our health care expertise to help address health care inequities.

**Virtual volunteering makes an impact**  
Milla Olo, Master Trainer in sales from 3M Finland took part in a virtual 3M Impact Health Care project in 2021 to help a charity based in Sarajevo, Bosnia, secure financial support and a sustainable future.

Wings of Hope is a non-profit organisation that provides psychosocial support such as psychotherapy, educational support, employment support and legal aid for vulnerable individuals who don't have health insurance or access to appropriate services.

The team from 3M, made up of Milla and colleagues from the US, came up with a plan for Wings of Hope to recruit remote interns from universities overseas to support the organisation with skills such as marketing and business development.

Says Milla, who also represents Finland on the North Europe Region's Diversity, Equity and Inclusion team: "We developed platforms and tools for Wings of Hope to use and also provided one-to-one coaching sessions for team members over video calls. It was quite intense work over two and a half months, but it was very rewarding. "I hadn't realised how terrible the political situation still was in Bosnia, and how difficult life is for minorities, and it made me realise how fortunate we are to live in a free society."

In 2019, Milla joined a group of international 3M colleagues on a two-week volunteering 3M Impact project in Pune, India.

## Showcasing 3M careers to students

3Mers from Sweden and Denmark took part in a STEM project to create inspirational educational resources for schools.

They joined other employees from across the region to create Career Capers - fun, fact-filled cards that showcase the wide range of careers available within 3M and explain how STEM skills are used in many of these roles.

The cards, aimed at 11-16 year-old students, include a short summary of each person's job role, the qualifications and practical skills needed and an inspirational quote. They were professionally created by The STEM Hub, a regional organisation that is part of the UK's STEM Learning network.

Anand Kelkar is an acoustic engineer based in Sweden who used his love of music as the inspiration for his career and wanted to share his story.

Says Anand: "I loved playing music, but realised early on that it wasn't possible for me to have a career as a musician, so I decided to use my technical music knowledge as the basis of studying a master in acoustics. I now design headphones that protect human ears from loud noises.

"I wanted to create a Career Capers Card based on my experience to help young people follow their dreams and show them how they can turn a passion into a career."

The cards can be downloaded from the [3M UK website](#) and used by 3M STEM volunteers working with schools in their areas.



## First volunteering activity in Denmark

Eleven 3Mers in Denmark took part in a 'litter pick' activity in October 2021, collecting 46kg of waste between them that they disposed of by recycling where possible.

Each volunteer collected litter in their own residential area, while out on a nature walk.

Some of the volunteers used the opportunity to talk to their children about the importance of keeping both neighbourhoods and nature clear of litter and of recycling materials such as plastic and glass.

Said Birgitte Hagenow, a 3M Market Intelligence analyst: "It was great to make an impact in my area and keep nature clear of litter. The activity also showed us that it only takes a little to create a big difference."

Although our activity mainly supported Life on Land, one employee took the step further, cleaning the ocean.

**CAREER CAPERS**

WHO WORKS HERE?

**Anand**  
Acoustic Engineer

I design hearing protector headphones which protect human ears from loud noise. I spend time listening to sounds and carrying out sound measurements.

I also work with the microphones and loudspeakers in a headphone to make the sound clear and audible. Listening skills and understanding the physics of sound are important.

**Qualification Needed** Master's Degree in Acoustics

**Years of Experience** 2

**Managerial Team Size** 0

**Social Responsibility** 9

**Practical Skills** 80%

**Academic Skills** 20%

"I'm really interested in sound and music, so spending time at work listening to speech, acoustic and environmental sounds is so much fun! Designing and tuning loudspeakers and microphones also gives me immense satisfaction."





**Goal: advance economic equity by creating 5 million unique STEM and skilled trades learning experiences for underrepresented individuals\* by the end of 2025**

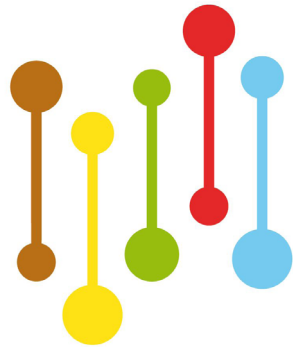
In 2021, 3M announced a new global, education-focused goal to advance economic equity by creating 5 million unique STEM and skilled trades learning experiences for underrepresented individuals\* by the end of 2025.

\* For global definitions, we rely on gender diversity and local context for marginalised populations.

### 3M State of Science Index

3M empowers the next generation of scientists and engineers by supporting education initiatives that advance equitable outcomes in STEM for underrepresented students. Our support is focused on strengthening the STEM and skilled trades ecosystem for underrepresented students by inspiring an interest in STEM, helping to improve academic outcomes, and supporting opportunities for students to attain STEM degrees and skilled trades certifications.

Data from 3M's State of Science Index (SOSI) helps guide our strategic STEM investments with insights from across the globe. [Learn more about SOSI.](#)



VETENSKAPENS HUS

### Widening STEM participation in Stockholm

3M has awarded a global \$50,000 grant to the Vetenskapens Hus in Sweden to fund a programme that will make STEM activities available to more diverse range of young people in the Stockholm area.

Vetenskapens Hus organises hands-on experiments and workshops for school children run by professional trainers and university students. Vetenskapens Hus collaborates with the City of Stockholm, to identify schools in socio-economically disadvantaged rural areas and develop STEM activities for up to 2,000 pupils.

The first activity is summer workshops for 10-15 year-olds. The first week will be offered to both boys and girls and the second week is for girls only. The workshops will incorporate 10 different activities, including some based on 3M product technologies such as 3M™ Peltor™ Communication headsets and 3M abrasive materials.

In the Autumn, a mobile planetarium will travel to schools. The pupils will then be invited to attend workshops and hands on experiments at the Vetenskapens Hus, with free transport provided.

## Smart ideas to protect the planet

Schools in Sweden and Norway took part in the 3M Smart Earth Challenge in 2021 – a sustainability poster competition for schools.

Three 11-year-old students from Kullaviks Montessoriskola school in Gothenburg in Sweden won \$600 for their school to spend on environmental education resources for their winning poster, Downspout Electricity.

Their idea was the creation of a mini hydropower station, with any excess water used to feed plants in the school greenhouse. The poster showed how this would be fed by water collected from the downpipe attached to the school building and used to power a recycled bicycle dynamo to convert the flow into electricity captured in a wheel. When the dynamo spins, the energy that is created powers a lightbulb.

Alongside the poster, the pupils shared their team message: 'Every little thing that can improve the environment is good.'

A total of 22 entries were received in Sweden, with the posters representing a wide selection of sustainability-related topics and innovative ideas. These were judged by members of 3M's Sustainability team against criteria based around the UN SDGs.

The judges were impressed with the posters that clearly demonstrated the students' knowledge about science, sustainability and nature and set out their creative ideas to improve their own local environment.

In addition to the price of sustainability education resources, all the students who entered the competition received a certificate and positive comments from the judging team about their ideas and poster designs.

Pupils from the winning school, and their teachers, were invited to a virtual presentation ceremony hosted by the 3M.

Lisa, a teacher at the school, said: "The students were very enthusiastic about the challenge and showed incredible commitment and creativity. Through interdisciplinary work, we included many subjects in this project, such as biology, physics, technology, Swedish and English. The students also got an insight into the UN SDGs."

In Norway, the winning poster was designed by students from Luhr skole near the 3M Norway office in Lillestrøm.

The judges were impressed with the team's idea of replicating the milk service in school with a mystery fruit and vegetable box, adding a new element to the school menu and encouraging odd shaped produce to be eaten and not rejected. The judges agreed this could be a fun new way to enjoy FIKA - while making a difference.

This poster also directly supports the SDGs relating to Good Health and Wellbeing and Responsible Production and Consumption.

3M country leader for Norway, Ketil Nordengen, announced the winners during a virtual presentation and also gave feedback on the other five entries from the school.

Ketil said: "The children watched the presentation on giant screens in their classrooms and were very excited about the announcement of the winners and deciding how to spend the prize money. Sustainability is a top priority in Norway, so this competition is very topical and we had great engagement from the children."

"The winning idea was very creative, combining a number of elements of sustainability, and also simple to implement."





# Diversity, equity and inclusion

Cultivating a connected community by listening, understanding and acting

### Our commitment

We know that a diverse, global workforce helps us better understand the needs of 3M customers, suppliers, and community partners around the world. Above all, fostering a culture that supports DE&I aligns with our Purpose — unlocking the power of people, ideas, and science to reimagine what’s possible.

Equity and inclusion are the keys to unlocking the true power of that diversity.

The **3M Respectful Workplace Principle**, as part of the 3M **Code of Conduct**, lays out what it means to be an employee at 3M: “Everyone is entitled to respectful treatment in the 3M workplace. To foster this kind of workplace, we follow our **Equal Employment Opportunity policies**.”

1 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+).

**Goal: double the pipeline of diverse talent in management to build a diverse workforce by 2030.**

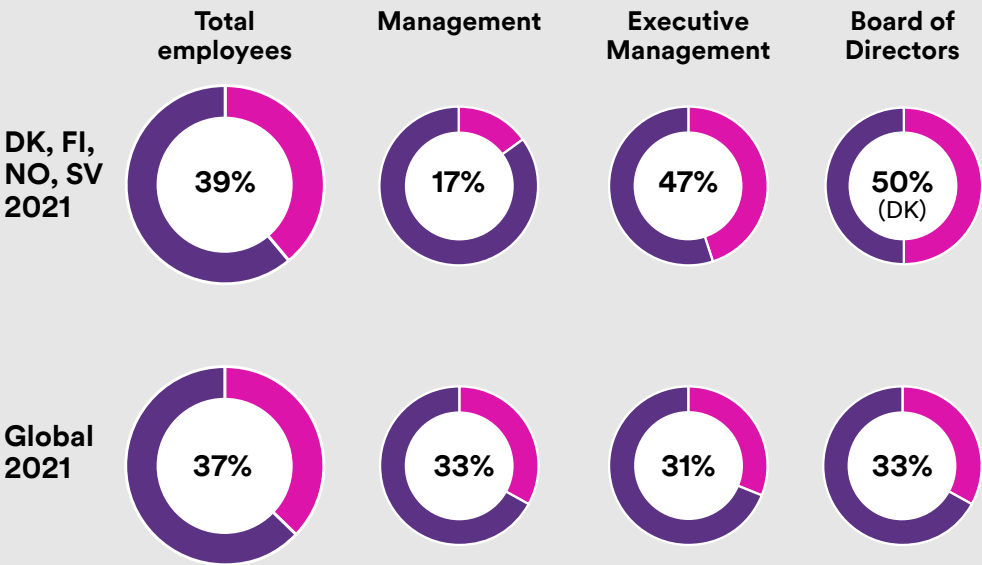
**Progress:** behind goal of doubling the pipeline. 

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

**Regional results:**  
In our North Europe Region gender diversity increased from 45% to 47% of women in our executive team from 2020 to 2021.

### Gender diversity

These graphs highlight the percentage of female employees globally and as a total for the 2021 workforce in Denmark, Finland, Norway and Sweden.



### Our actions

The company policy is to actively consider diversity of gender, race and national origin when selecting recruiting and nominating managers. All countries are represented in our regional DE&I team driving activities.

To support this goal, we focus on ensuring diversity in our High-potential pool of candidates. In 2021, women made up 40 percent of our High-potential development programme, in Denmark, Finland, Norway and Sweden. This was a 3 percent point increase compared to 2020.

#### 3M Denmark a/s

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.

In addition, 3M a/s meet and exceed the Danish direction of the gender composition.



### Gender diversity in our manufacturing sites

At Gagnef, the division of the total workforce is 64 percent men and 36 percent women; the same split of 60/40 is reflected in the management roles.

A strong gender diversity is also seen in Värnamo, where the gender diversity in the management team is 50 percent, mirroring the female representation in the total workforce of 46%.

At Västervik females make up just 14 percent of the workforce, due to the nature of the work which involves using heavy machinery. However half of the leadership roles at the site are held by women, a point increase of 20% compared to 2020.



Reinvigorating the Women’s Leadership Forum

A new Women’s Leadership Forum (WLF) team has been formed to coordinate activities and bring this network into focus for employees in the region.

The team is building a full programme of events and hopes to engage people of different genders and from all locations, to give everyone a voice. The team explores topics of sharing real-life stories of 3Mers in the region;

- Mentoring
- Women in negotiations
- Men as advocates
- Supporting young, female professionals

Showing our pride

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

Said Rickard Törnblom a member of the regional 3M Pride team:

“In sites and offices, where possible, we celebrate and show our support for the LGBTQ+ community, by raising the rainbow flag during Pride week. In 2022, we look forward to enhancing our culture where every employee feels empowered to be themselves at work.”



WLF team member's point of view



“Tackling our unconscious biases will also be a focus. We all have biases that develop as we mature, but if we don’t address these it can lead to minority groups being sidelined and unbalanced teams.”

— Milla Olo, WLF team member, Finland.

Equity

In 2020, social justice, racial equity, and inclusion topics were elevated 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 formed a cross-functional 3M Equity & Community organisation.

Inclusion

We issued our second **2021 Global Diversity, Equity & Inclusion Report**, where 3M’s workforce representation and pay equity is shown.

Find our 2021 Global DE&I report here.



Global inclusion index

2019	2020	2021
70%	76%	75%







of employees felt included.



# Recognition



UN Global Compact participant

Rating agencies	Score	
	EcoVadis awarded 3M a Gold Recognition Level for achievements in the 95 <sup>th</sup> percentile of suppliers assessed in corporate social responsibility in global supply chains	69 out of 100 (2021) 71 out of 100 (2020)
	It was the ninth consecutive year 3M made the World's Most Ethical Companies® programme.	9 <sup>th</sup> consecutive year on the list
	In 2021, 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
 FTSE4Good	In 2021, 3M became a constituent of the FTSE4Good Index Series.	
<b>Best Places to Work for LGBTQ Equality</b>	For the eleventh straight year, 3M earned a perfect score of 100% and, along with it, the distinction of being named among the “Best Places to Work for LGBTQ+ Equality.”	100%
<b>Best Places to Work for Disability Inclusion</b>	In the seventh annual Disability Equality Index® (DEI®) survey, 3M earned a top score of 100%, making 3M one of the “Best Places to Work for Disability Inclusion.”	100%
<b>3BL Media 100 Best Corporate Citizens</b>	In 2021, 3BL Media named 3M the 34th Corporate Responsibility Magazine best corporate citizen. 3M has made the ranking each year since 2009.	34 <sup>th</sup> 2021 51 <sup>th</sup> 2020
<b>3M Joins SSGA Gender Diversity Index</b>	3M joins State Street Global Advisors’(SSGA) Gender Diversity Index ETF.	





# How we work

- Environmental, health and safety management
- Circular materials
- Climate and energy
- Suppliers

## Our commitment

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.

## 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.

### 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.

### Environmental Responsibility and Sustainability Committee (ERSC)

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, CFO, CTO & EVP Environmental Responsibility, Group President Enterprise Operations, EVP & Chief HR Officer, EVP & Chief Legal Affairs Officer, SVP & Chief Strategy Officer, and EVP Country Governance and Services.

### Chief Sustainability Officer

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



# Human rights

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. 3M’s **Respectful Workplace Principle** states that “everyone is entitled to respectful treatment in the 3M workplace.”

Our assessment of human rights aligns with our **Code of Conduct** and policies and includes these

points of review: safe and healthy workplace, respectful workplace, workplace security, work hours and wages, freedom of association, child labor, forced labor, human trafficking, and recruitment fees to obtain employment. Based on this assessment, the greatest potential for human rights impact is within our supply chain.

Modern slavery, encompasses several human rights issues, including forced labor, bonded labor, child labor, human trafficking, and slavery-like practices. We have a robust stance against these practices as set out in our **Modern Slavery Statement**, labor, employment, and business conduct policies; and the 3M Supplier Responsibility Code.

## HR Operation leader's point of view



“A respectful workplace is free from unlawful discrimination and harassment, but it involves more than compliance with the law. It is a work environment that is free of inappropriate or unprofessional behavior and consistent with 3M’s ethics and values — a place where everyone can do their best, and where people are free to report workplace concerns without fear of retaliation or reprisal.

In 2022, we will explore new tools to empower our employees to raise human rights concerns in a manner with which they feel the most comfortable.

— Katherine Parks,  
HR Operations Leader.

# Enterprise risk

3M operates in more than 70 countries and derives about 60% of its revenues from outside the United States. Our company’s results are impacted by the effects of, and changes in, worldwide economic, political, regulatory, international trade, and other external conditions.

Climate change, and environmental and social regulations, may affect 3M’s operations and supply chain. To address these and other risks, 3M maintains a formal Enterprise Risk Management Analysis to review risks. Additionally, 3M has a Crisis Management Programme to coordinate the efforts of local crisis management teams 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 assessed annually as part of our screening tool of physical risk to our manufacturing sites. Based on our analysis 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.

Learn more in our **Global Impact Report** or our **Annual Report on Form 10-K, Item 1A**.







## Corporate code of conduct

The **Code of Conduct** positions 3M for long-term growth and binds us together as 3M employees — across business groups and across geographies. We have one Code of Conduct that applies to 94,700 employees in over 70 countries globally.

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'.

Every 3M employee, is responsible for knowing and following the ethical, legal, and policy requirements.

In Denmark, Finland, Norway and Sweden

we reached  
**99.8%**  
completion



of our annual code of conduct certification.

## Compliance training in the Nordic countries

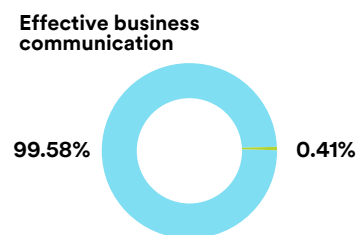
The **Ethics & Compliance Department** provides training globally to ensure that all 3M employees comply with the law, 3M's Code of Conduct, supporting policies, standards and procedures.

In 2021, 524 employees in the Nordic countries completed a combined total of 2,463 online compliance courses.

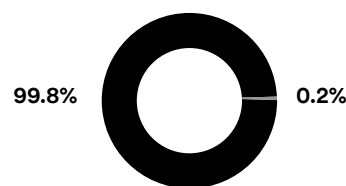
In total five courses were sent to all 3M non-production employees. The course on: "Ensuring Data Privacy: Global Edition", achieved 100 percent completion together with "Business Courtesies".



### Percent completion of courses:



### 3M Code of Conduct and ethical decision-making 3M Preventing bribery and corruption



3MEthics.com is a

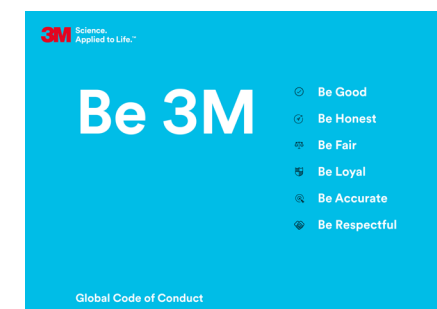
**24-hour**

confidential and  
anonymous helpline



Said Mia Eklöf, Ethics and compliance manager: "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 ninth consecutive year."

**Mia Eklöf, Ethics and Compliance Manager, Nordic countries**



## Anti-bribery and corruption

### Working together to prevent corruption

3M's Code of Conduct requires compliance with all applicable anti-bribery laws, including: - U.S. Foreign Corrupt Practices Act, - U.K. Bribery Act, and - local laws where 3M operates.

As a participant in the UNGC, 3M is committed to supporting all principles, including Principle 10 on anti-corruption and prohibits corruption and bribery in all its forms.

In addition, 3M's **Anti-Bribery Principle**, policies and procedures have been communicated to all employees.

Most non-production employees are required to complete the biannual 'Avoiding Bribery and Corruption' course.

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.

## We do business one way: the right way

In 2021, the Ethics & Compliance team launched the GEMSC system globally, including in the Nordic countries. GEMSC is a centralized pre-approval system that allows 3M to review and document given or received gifts, entertainment, meals, travel, sponsorships and business charitable giving and identifies those interactions that present heightened risk (e.g., interaction with government official). This system supports 3M's compliance with anti-bribery laws and the 3M Code of Conduct. Furthermore, our third-party due diligence platform helps 3M identify and mitigate potential risk associated with business partners including risks associated with global anti-corruption laws, local laws and 3M's Code of Conduct and policies. In 2021 Ethics & Compliance enhanced this due diligence process by piloting a refreshed and enhanced monitoring program. This monitoring program will permit ongoing visibility to risks associated with our business partners.

**This course is a key part of our compliance training and in 2021 it scored a 98.8 percent on time completion rate by 479 3Mers in the four countries.**



# Employee programmes

**Goal: maintain or achieve 100% pay equity globally**

Progress: achieving goal of 100% maintained 2020 ongoing

In an effort to deliver on our goal to achieve and maintain 100% pay equity globally, we leverage an Annual Salary Review process that continues to yield strong pay equity results for employees performing the same job in the same location.

## Compensation

As a pay-for-performance company, total compensation is impacted by our performance process, called Performance Everyday. Our approach aligns an employee's development, individual goals, and efforts to advance 3M's culture with company business objectives and outcomes.

In 2021, we increased compensation for all non-production employees who were paid below 90% of their market reference point.

**In the Nordic countries this concerned 80 out of 538 non-production employees in 2021.**

## Employee experience programme

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, set up by the North Europe Region's leadership team in 2019, covers six pillars, each with its own senior leader champion.

### Regional Sustainability Week

The 3M Sustainability Week, held in September, is an opportunity to show and tell employees how 3M is leading the way in shaping a sustainable future.

A key objective in Sustainability Week was to demonstrate how 3M is accelerating climate action, introducing circular solutions and winning customer confidence by embedding social value in our business models. It was a great opportunity to emphasise our strategic sustainability framework Science for Climate, Science for Circular and Science for Community and ask questions to our subject matter experts across the region. Highlights of the week included a Volunteer Day and sessions explaining how 3M is advancing in circular pilots, as well as our continued transformation to clean energy.

Romy Kenyon, regional Sustainability Manager, was impressed by the engagement across the organisation as well as the many questions and suggestions received during and after the live events. Said Romy: "We know sustainability is very important to our employees. They are keen to know the progress being made and very proud that, in EMEA, we will achieve our ESG targets by 2030."

## Celebrating our people

In 2021, 3M launched the social points-based recognition programme Everyday Wins — that allows for convenient, peer-to-peer and group recognition for when an employee embodies 3M's values.

## Work Your Way

Introduced in 2021, Work Your Way offers three options for office location for non-production employees: mainly on-site, hybrid, or remote, with an emphasis on four key pillars:

- Founded on trust
- Built on virtual first
- Meet with purpose
- Based on impact

## 15% culture

Learn about our unique 15% culture that has inspired employees to set aside work hours to pursue innovative ideas that excite them.

At 3M, learning and experiences are shared. Just as we share and combine our technologies, we also share and combine our knowledge through mentorship, storytelling, and our internal social networking website — which allows employees to collaborate and learn from each other.

We continue to focus on steps to attract, retain, engage, and develop our employees, including inspiring through the purpose and promise of 3M, providing support for well-being, flexibility, and growth, creating a culture of belonging, and assuring competitive pay and benefits.





# Environmental, health and safety management

## Caring for our people and our environment

### Our commitment

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 94,700 employees working around the world, we take steps to further advance the safety, health, and wellbeing of our employees.

### 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.

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**Our highest priority is the safety of our employees and the public.**

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## Applying ISO 14001

The ISO 14001 EMS standard manages the environmental impacts of an organisation's products, services, and processes.

Altogether, our global ISO 14001-certified sites account for 80.6% of TVOS.

**Gagnef, Värnamo and Västervik are all ISO 14001-certified.**



### Our actions

#### 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.

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**As a global manufacturer, we aim to have a best-in-class EHS and chemicals management audit programme**

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In 2021, environmental compliance audits were completed in Gagnef and Värnamo, and a health and safety audit was completed in Västervik. All audits were carried out by Swedish external compliance auditees.

#### Environmental Management System implementation

3M's 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, that each site must implement and manage.

All sites with a total product output greater than 4.54 metric tons per year report on a quarterly or annual basis, representing 98.9% of our global Transfer Value Of Shipment (TVOS). All our three manufacturing sites in Sweden are eligible for reporting on water, waste and energy data.

Data that cover waste, water and energy consumption are shared as a summary for the Gagnef, Värnamo and Västervik sites.

#### 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.

In the North Europe Region, our Incident Management Team implements the global preparedness plans, governed by our global Corporate Crisis Action Team.

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**In 2021, no Significant Injuries and Events (SIE) occurred at our three sites in Sweden.**

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### 3M's Commitment to PFAS Stewardship

3M is committed to sustainability and environmental stewardship in our operations, including those that use per- and polyfluoroalkyl substances (PFAS).

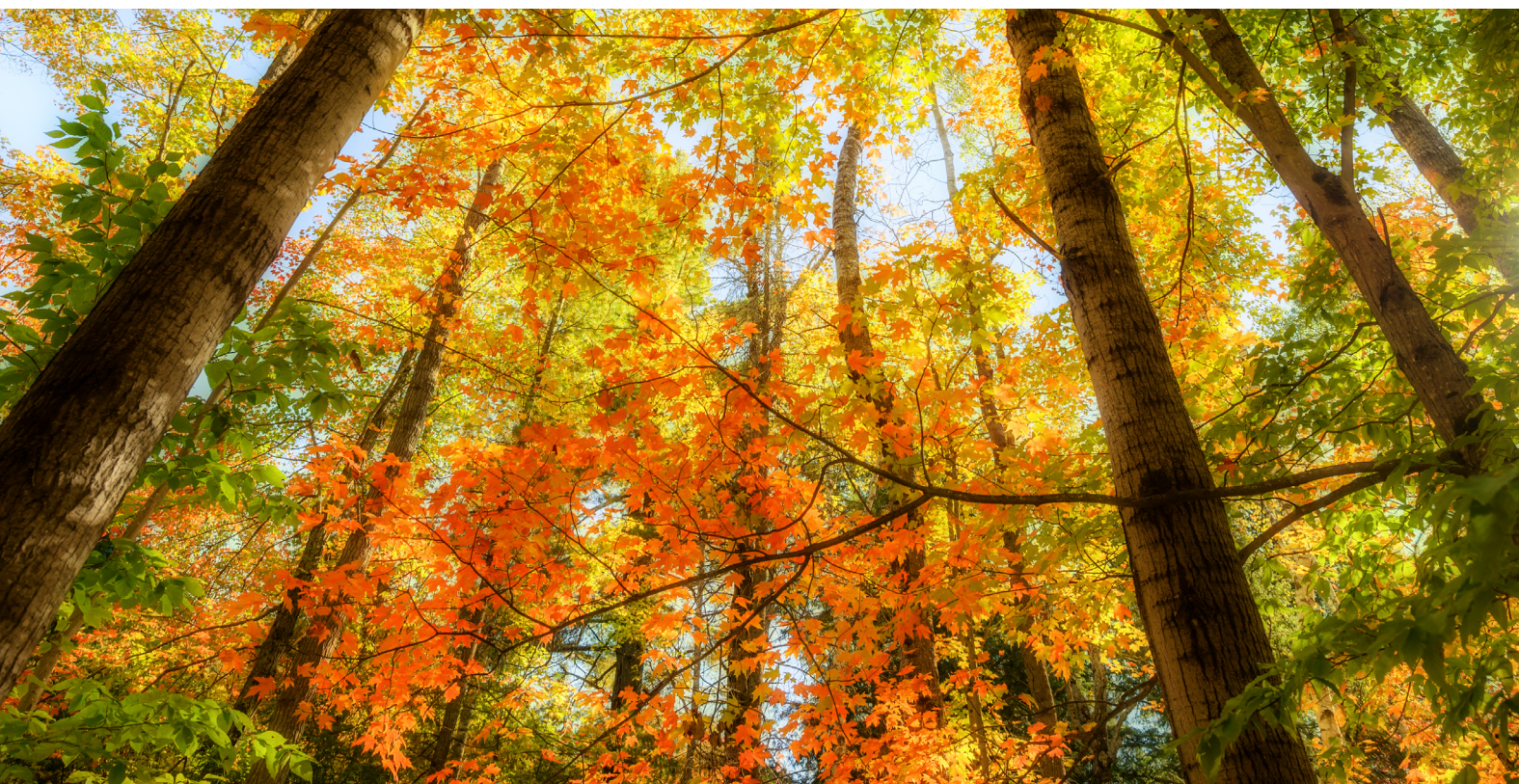
PFAS refers to a broad category of compounds that encompasses thousands of materials with distinct and widely varying properties and profiles. PFAS are useful in many applications because of their strong carbon-fluorine bond. Today, PFAS are used by companies and industries worldwide for their unique performance properties to make innovations like life-saving medical devices and low-emission vehicles possible.

As scientific knowledge of PFAS has advanced, so has 3M's approach to managing and disposing of these substances.

We have voluntarily committed to appropriate PFAS remediation at locations where 3M has produced or disposed of PFAS, as needed.

3M is committed to engaging in this work to achieve our shared goals of strong and sustainable communities.

To learn more, see **3M's Commitment to PFAS Stewardship** and **3M News Center – 3M Stories**.





# Circular materials

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

## Our commitment

At 3M, we see the circular economy as an opportunity to inspire leadership, innovation, and disruptive change across all industries. This is why Science for Circular is one of three pillars of our strategic sustainability framework.

## Our actions

3M renewed its membership of the Ellen MacArthur Foundation in 2021. Within 3M, multiple cross-functional circular economy working groups focus on areas, including polymers, chemicals, packaging, cloths/fibres, and other key materials.

From 2020-2021, 3M partnered with Closed Loop Partners, the Center for the Circular Economy, and other partners in an 18-month research collaboration that examined the financial viability, environmental impacts, and human health risks of recycling processes.

## 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 **2.58M metric tons of pollutants.**

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

Our employees record and track water, waste, energy and air reduction achievements and potential barriers in our 3P system. Engineers, developers, and managers can see these opportunities across our **51 core Technology Platforms globally.**

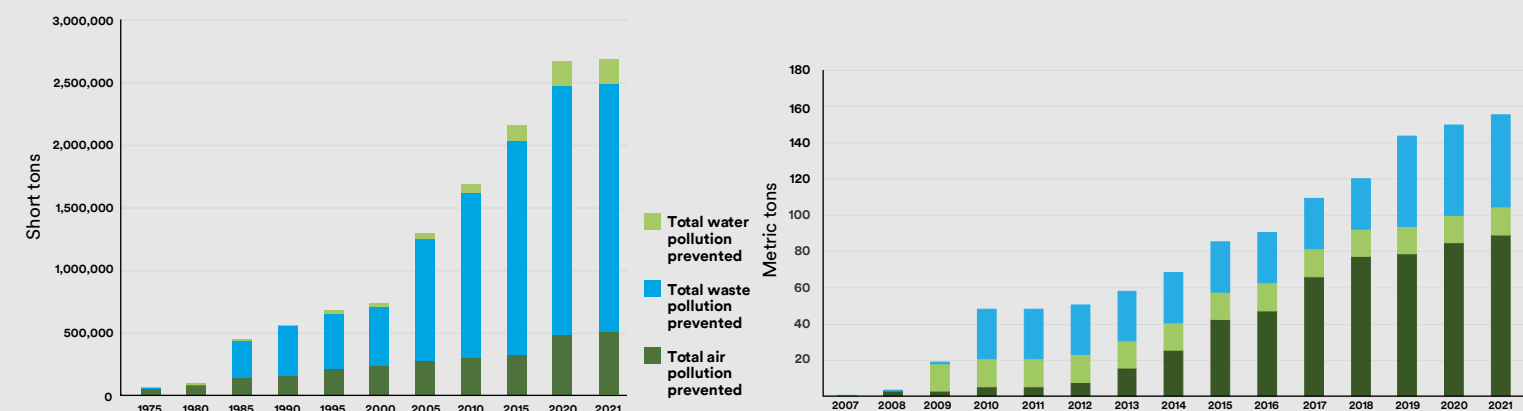
Our '3P global pollution prevention achievements: 1975-2021' is illustrated in short tons, which can be converted to metric tons using the conversion factor 0.9072.

Half of the pollution prevented in Sweden has been achieved through waste reduction projects. Our 3P projects also track process-related GHG emissions and energy-related GHG emissions. These numbers are not included in this report, as this data is not third-party assured.

Since 2007, Gagnef, Västervik and Värnamo prevented more than **155 metric tons of pollutants.**

## 3P pollution prevention achievements

First year total pollution prevention cumulative totals



3P Global: 1975-2021

Sweden: 2007-2021



# Water stewardship

## Our commitment

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.

As a signatory of the UN CEO Water Mandate and a leading member of the Water Resilience Coalition, 3M's strategy aligns with the six core focus areas outlined by the Mandate and follows UN SDG 6.

## Our actions

3M's total water usage includes sanitary, process, heating, cooling, remediation, and other sources and is reported annually.

### Nordic water usage

Most of our water use in the Nordic countries 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.

Since 2020, the water usage increased in all manufacturing sites by a total of 4.7%. This was mainly due to an increase in production. Since 2015, our total water usage in the three manufacturing sites decreased by 15.4% in 2021.

Our total water usage decreased by

18.1%

from 2019 to 2021.



Our total water usage increased by

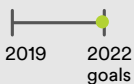
4.7%

year on year from 2020 to 2021



**Goal: reduce global water usage by the following amounts: 10% by 2022, 20% by 2025, and 25% by 2030, indexed to sales**

Progress: achieving goal of reducing global water usage



### Corporate results:

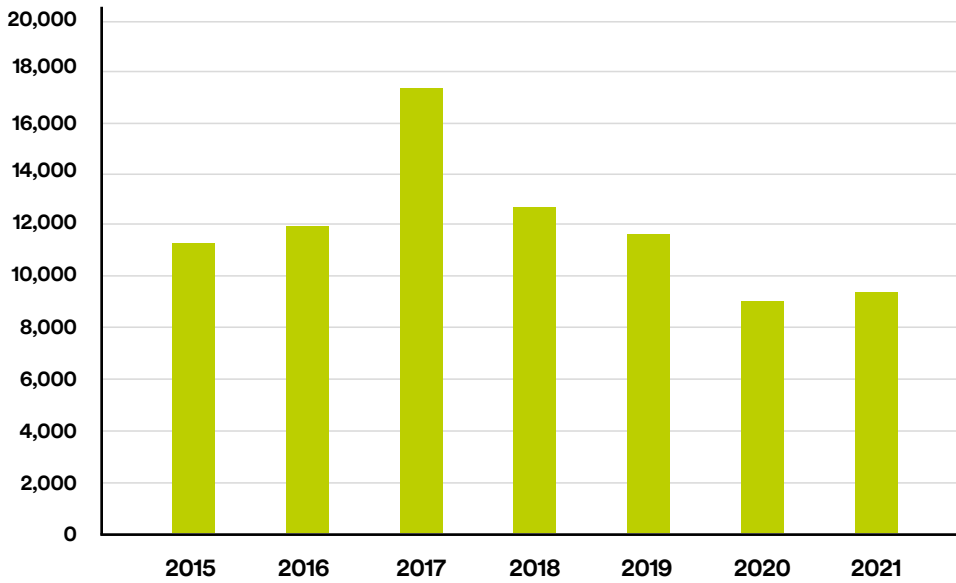
We are ahead of plan for our 2022 water usage goal, with greater than 10% reduction.

### Regional results:

Our water usage in the three Swedish sites decreased by 18.1% from 2019 to 2021.

Since 2015, all three sites have reduced their water use by 15.4%. In 2017, both Gagnef and Västervik experienced an increase in water usage due to a repair and an increase in production.

Water usage, Gagnef, Värnanmo and Västervik



Water use (cubic metres)

## Packaging

### Our commitment

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.

### Our actions

Our roadmap 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. In 2021, we further enhanced this toolkit by introducing a Packaging Recyclability Guide.

### Packaging for our products

We remove and lightweight packaging materials and maximise product-to-package ratios (reducing empty air space in the package). In 2021, our global packaging reduction efforts resulted in a decrease of more than 770 metric tons. In 2021, we designed out 310 metric tons of virgin fossil-based plastic from our packaging globally.

### Increasing recyclability of our plastic packaging

In 2021, we continued to replace PVC plastic packaging around the world in favor of more circular solutions.

### Packaging in our operations

To support our circularity efforts, we continue to work internally and with our suppliers to reduce, reuse, or recycle the packaging of raw materials we receive. Even one change in a material we use can have profound impacts over time if it enables continued reuse.

### 3P packaging reductions in Gagnef

In 2021, we increased the recyclability of our cardboard boxes in Gagnef from single use to now being used up to 10 times before scrapping, with no impact on quality. This was part of a 3P project based on the ideas and commitment of employees to make an impact.

The 3P project saved

1.1 metric tons



of cardboard from being scrapped every year.



Waste management

Our commitment

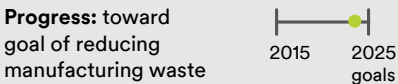
We reduce, recover, reuse, and recycle byproducts and other surplus materials in our operations whenever feasible.

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.

Our definition of manufacturing waste includes materials sent to incineration and landfill from our local sites. At 3M, zero landfill means no by-product is sent directly to landfill from a 3M manufacturing site in a calendar year.

Goal: reduce manufacturing waste by an additional 10%, indexed to sales, by 2025



**Corporate results:** Between 2015 and 2021, 3M has reduced the amount of material sent for landfill and incineration by 8.83%, indexed to net sales. Since 2005, we have decreased our waste, indexed to net sales, by 30.6%.

**Regional results:** The three sites reduced the amount of material sent for landfill and incineration by 54%.

Our actions

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.

Nordic waste

We are proud to report that the total

Total waste disposal decreased by **53.6%** covering incineration and landfill between 2015 to 2021.

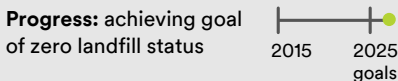


All three sites positively contributed to this big achievement.

Waste reduction **13.9%** year on year from 2020 to 2021.



Goal: achieve zero landfill status at more than 30% of manufacturing sites by 2025



**Corporate results:** By the end of 2021, 45.2% of 3M sites had attained zero landfill status.

**Regional results:** For two consecutive years, our Värnamo site is a zero landfill site.

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.

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.

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

Reformulating tools to increase recycling and prevent waste

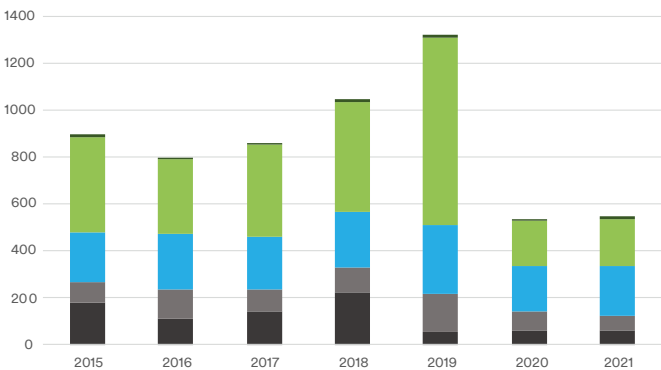
A 3P project team at Gagnef set out to recycle plastic moulding material going method to waste.

The previous production included manually sorting of the material to ensure recycling. By reformulating the injection moulding tool and automating this step with a crusher for instant recycling.

The 3P team managed to reduce 457kg of material, representing 90% of the material being scrapped.

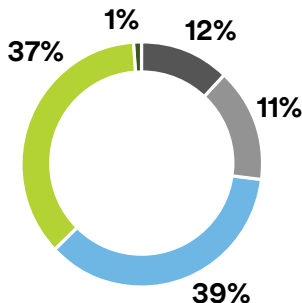
This 3P project not only improved the yield in the molding process, but also eliminated manual work.

Waste, Gagnef, Värnamo, Västervik  
Metric tons



Internal Recycle Reuse  
Offsite Recycle  
Waste To Energy  
Incineration  
Offsite reuse

2021 waste diversion by type;  
Gagnef, Värnamo and Västervik



3P project member's point of view



“Steps taken 46 years ago are still taken to reduce and prevent pollution and I am proud that we strive to use technology and expertise to promote a future of circularity.”

— Lars Joons, Engineer, Gagnef





 Science for climate

# Climate and **energy**

Science-based innovation to address climate change and conserve energy

## Our commitment

We are committed to innovate to decarbonise 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-efficiency improvements help reduce energy use, energy-associated costs, and GHG emissions. In 2021, we updated 3M **Corporate Energy Policy** — to include our commitment to renewable energy.

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**3M's goal is to achieve carbon neutrality by 2050**

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Energy Use

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

Progress: behind goal of improving energy efficiency.

Corporate results:

As of 2021, 3M improved energy efficiency, indexed to net sales, by 14.2% toward a goal of 30% by 2025 compared to 2015.

Regional results:

In 2021, Gagnef, Värnamo and Västervik reduced their energy use, by 12.7% from 2015.

Our actions

Since 2015 the total site energy use at Gagnef, Värnamo and Västervik has decreased by 12.7 per cent. However, year-on-year energy use increased by 25.6 per cent compared to 2020, with all three sites increasing their energy use.

This was due to an increase in production at the Västervik site compared to the previous year, using energy intensive equipment, along with a cold winter resulting in an increased demand for heating. We'll continue to drive ambitious energy saving solutions in our operations and in our products.

Since 2015, Gagnef, Värnamo and Västervik have reduced their energy usage by

12.7%



EHS site leader's point of view



Climate change remains among the greatest challenges globally and we must act with urgency to address it — for our climate and our communities. In our operations, as we look to achieve our long-term goal of achieving carbon neutrality by 2050, we will continue to evaluate how we can apply our science in the near future to stay on track.

I am proud to report that for over six continuous years, Gagnef, Värnamo and Västervik have been powered by renewable electricity.

— Lars Stam, EHS Leader, North Europe Region.



Mapping energy use in Sweden

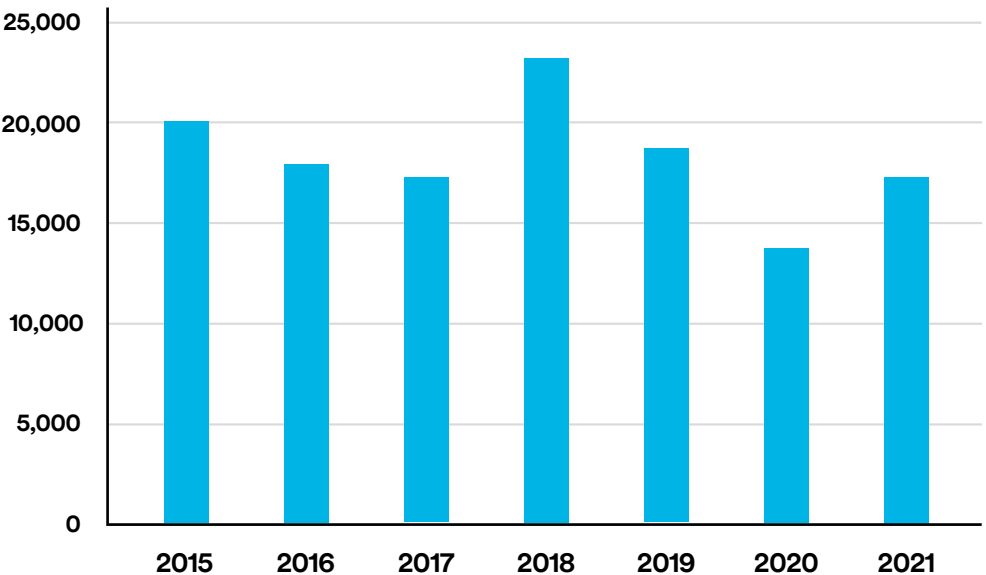
In line with Swedish Energy Agency requirements, an energy mapping review was carried out in 2021 covering the Värnamo, Gagnef and Västervik manufacturing plants.

This followed a detailed mapping of 3M Sweden's entire property portfolio, covering 2016–2019, and shows progress made towards energy savings as a result of new recommended improvements that have been introduced at the plants.

These include projects to improve ventilation systems, switching to LED lights and a new heating system installed at Västervik.

In total, 148 MWh have been saved annually since the measures were put in place.

Site energy usage; Gagnef, Värnamo and Västervik



Energy Use (MWh)

Renewable energy

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

Progress: toward goal of renewable energy total electricity

Corporate results: As of 2021, we increased renewable energy to 47.6% of total electricity use globally.

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

Our commitment

In 2019, we joined RE100, a global, renewable energy leadership initiative, that brings together businesses committed to sourcing 100% renewable electricity by 2050.

In 2020, 3M's headquarters in St. Paul, Minnesota, was powered by 100% renewable electricity.

Gagnef, Värnamo and Västervik have been powered by 100% renewable electricity since 2016







# GHG emissions calculations for 2020 and 2021 in Sweden

## Our commitment

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.

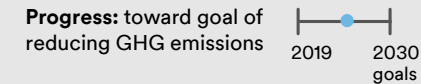
## Our actions

**Direct (Scope 1) and indirect (Scope 2) GHG**  
 3M has reduced Scope 1 GHG emissions by 82.3% since 2002, providing a direct and immediate reduction of our carbon emissions.  
 Since 2019, 3M reduced Scope 1 GHG emissions by 26.4%, and achieved a 26.1% reduction in absolute Scope 1 and 2 market-based GHG emissions.

**3M's emissions journey is rooted in scientific exploration and the belief that every problem has a solution.**

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

**Goal: 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**



3M's actions to reduce our GHG emissions began in 2000. In 2019, 3M made a new commitment aiming for 100% carbon neutrality in our operations by 2050.

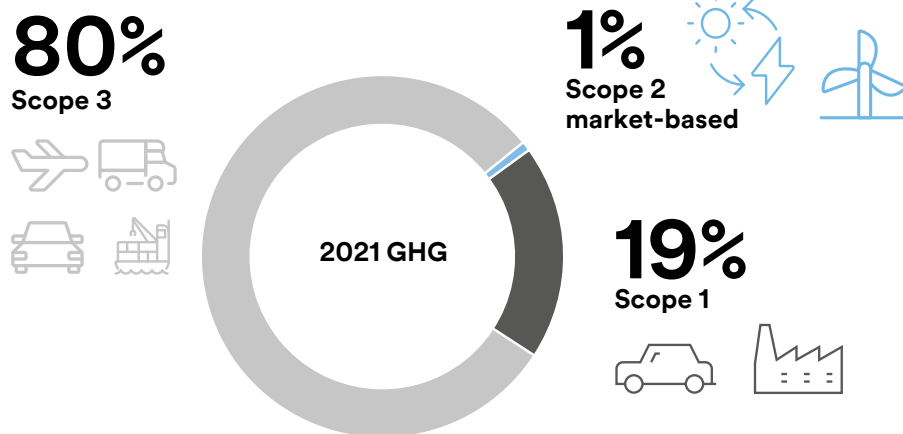
### Corporate results:

In 2021, we reduced our Scope 1 and Scope 2 market-based emissions by 26.1%, from a 2019 baseline. Since 2002, we achieved a 75.0% reduction in absolute Scope 1 and 2 location-based GHG emissions

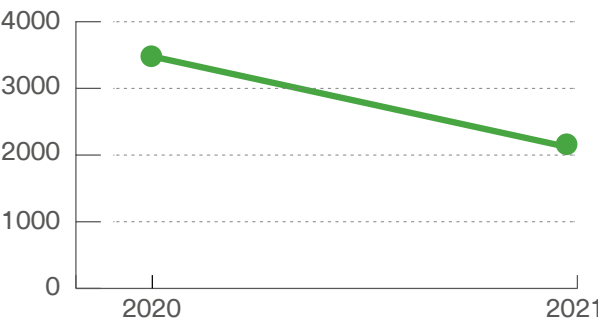
### Regional results:

Gagnef, Värnamo and Västervik have increased their Scope 1 GHG emissions by 18.8% since 2020. During this timeframe, we have experienced an increase in our total electricity use of 25.6% due to an increase in production at Västervik. We look forward to calculating our 2019 baseline and continue reporting on our GHG emissions.

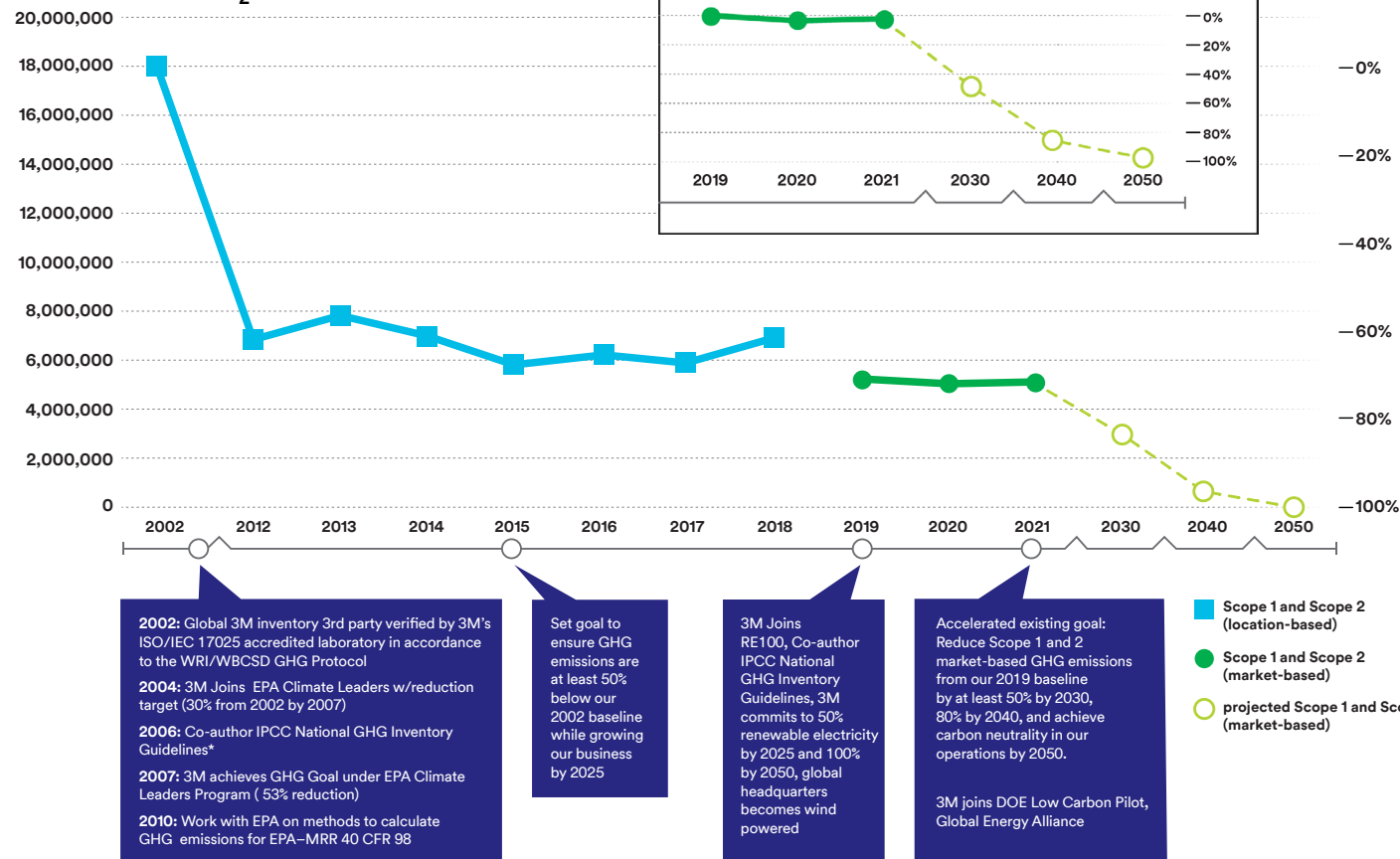
**2021 GHG emissions for Gagnef, Värnamo and Västervik.**  
 Scope 3 does not include category 10, 11 and 12.



**Scope 1 and 2 total, GHG emissions for Sweden manufacturing sites (metric tons CO<sub>2</sub>e equivalent).**



**Global scope 1 and 2 market-based (metric tons CO<sub>2</sub>e equivalent).**



## Moving production in-house is preventing emissions

A 3P project at the Värnamo site in Sweden to move production of a moulding tool in-house has prevented the need to transport the components 1500 km from the previous source of supply.

The Värnamo site makes 3M™ PELTOR™ communication headsets and used to purchase the moulding tool from an external source. By moving production to the site this is preventing 3.3 metric tons of CO<sub>2</sub> emissions per year from entering the atmosphere.

Three other 3P energy saving projects in Värnamo further reduced energy related GHG emissions by 21.1 metric tons of CO<sub>2</sub>e. The projects included switching to energy saving LED light tubes, identifying compressed air leakages by implementing new leak seek equipment and installing 11 large awnings outside the building.



# Suppliers

Helping our supply chain extend our commitment to sustainability

## Our commitment

Each step in our supply chain is an opportunity to gain alignment with our Promise to improve lives by helping solve the world’s greatest challenges. This includes benefits like employment, embracing diversity, and community building as well as mitigating risks related to labour, environmental, health and safety, ethical practices, or management systems.

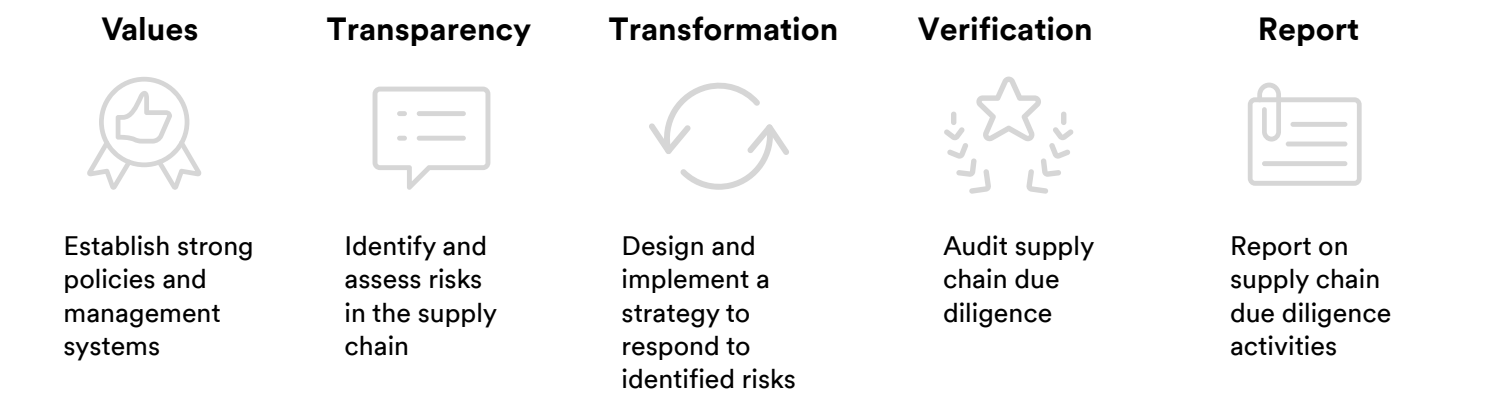
Our commitment, is to achieve synergy across our supply chain with our own corporate values and work with us to transform our shared value chain.

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 supply chain Due Diligence Management System



3M’s supply chain consists of over

60,700

suppliers in over

173

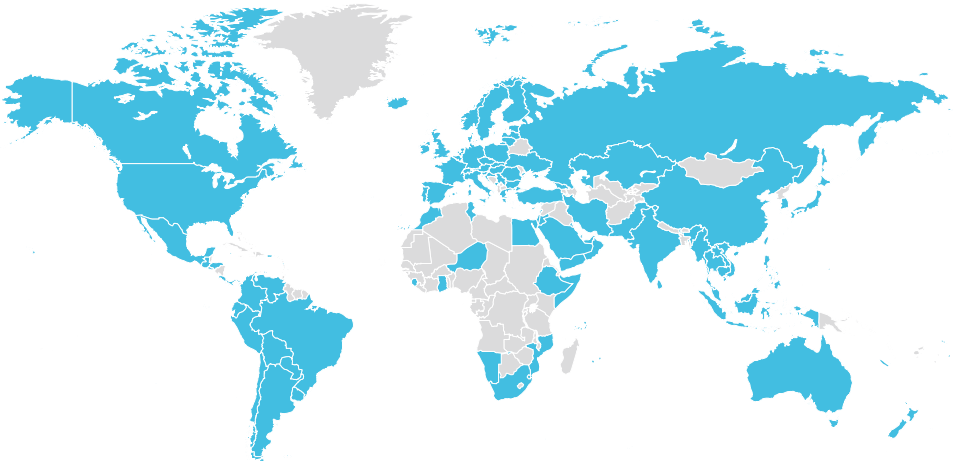
subcategories in

111



countries/regions around the world.

SRC training is available online with 3M’s SRC expectations, processes, and supporting tools, covering 3M’s supplier expectations regarding labour and human rights, EHS, ethics, and management systems requirements. A SRC guidance document resides on the 3M Supplier Direct website.



## 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.

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. In addition, 3M is an active member of the Responsible Minerals Initiative.

Learn more in our [Responsible Mineral Sourcing Policy](#) and in [Supplier Direct, Supplier Requirements](#) section on 3M.com.

## Focus: pulp and paper sourcing

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 labour practices. As a global paper purchaser and sustainability leader, 3M is well-positioned to positively influence practices throughout the forest products supply chain.

We adopted our [Pulp and Paper Sourcing Policy](#) in 2015 and partnered with Earthworm Foundation to support our policy. Their innovation in the areas of forest protection and restoration aims to directly address the underlying challenges impacting forest and community health that are not getting resolved through compliance and forestry certifications alone.

Learn more on the 3M [Sustainable Forestry website](#).

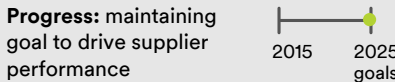
Since 2008 we have conducted almost 7,900 on-site or self-assessments of prioritised suppliers in higher-risk countries

Our assessment process, is aligned with the RBA framework. In 2021, 3M completed over 478 assessments in 30 countries, which covered every area of the world.

## Responsible minerals sourcing

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.

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





# What we create

- Our customers
- Innovation management
- Our products

Using our **51 Technology Platforms** and our collaborative culture, our people apply their talent to combine our technologies across businesses, creating unique solutions for our customers and society.

Everything we create is shaped by a culture that uses science to solve the world's greatest challenges.

3M development teams within each of our business groups draw upon our core technologies to create products for targeted industries and geographies.

We believe in an equitable and inclusive world, so we think, work, and act to drive meaningful change that endures.

Together, we commit to creating a more sustainable world for future generations.

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.

For 120 years, we have been dedicated to science and exploration

Since 2019, every new product entering the new product commercialisation process has incorporated a Sustainability Value Commitment (SVC) that demonstrates how it drives impact for the greater good.



# Our customers

## Working together for innovation and growth

### Our commitment


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 our customers.

We always strive to be in a position to deliver value when, where, and how our customers want it.

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

**Progress:** toward goal of 5M worker and patient safety training instances



**Corporate results:**  
In 2021, the total number of training interactions was 1.27 million, including webinars, our e-learning platforms and in-classroom events.

**Regional results:**  
In 2021 we had 375 active users in our Health care customer education engagement, completing 81 courses, whilst 61 courses in progress.

### Educating customers

We deliver added value to our customers through comprehensive training and education for many of the industries and markets we serve.

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.

The number of completed courses more than doubled from 38 in 2020 to 81 in 2021 for users in Denmark, Finland, Norway and Sweden.

### Creating competitive advantages

At 3M, many of our products are either designed for the customer or regulated to meet specific requirements.

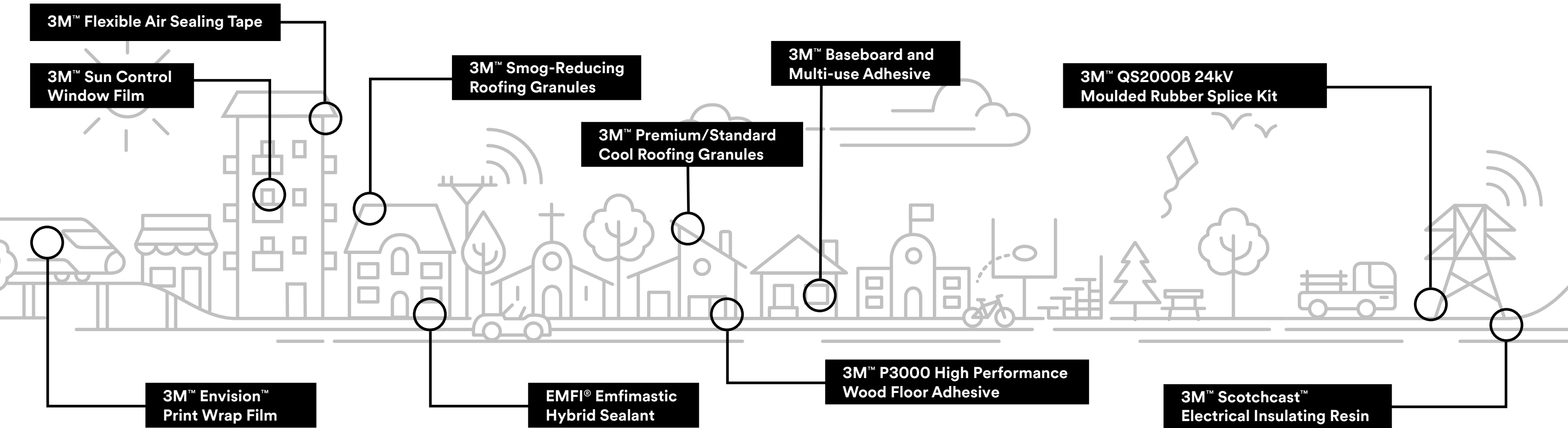
3M conducts Life Cycle Assessments (LCA) for select 3M products. At 3M, our ISO 14040-compliant LCAs are typically cradle-to-gate since our products often have use and disposal life cycle stages that are dependent on how our customers use these products.

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.

In 2021, 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).

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.





# Innovation management

Creating sustainable solutions through science.

## Our commitment

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 2021, we invested \$1.99B or nearly 5.62% of their sales into R&D. Over the years, 3M has been awarded more than 129,000 patents, a testament to the strength of our innovation engine. Over the past five years, 3M has earned an average of close to 4,000 patents per year.

## Innovation management in our products

Product safety, quality, and stewardship must always be primary considerations during the design, manufacturing, marketing, and sale of 3M products, as outlined by our **Product Safety, Quality, and Stewardship Principle**. 3M employees must know and follow all applicable laws, regulations, and 3M policies, standards, and procedures for product safety, quality, and stewardship, and must report and respond to concerns.

Our **Product Safety, Compliance, and Stewardship Policy** underscores our commitment to commercialising and selling products that are safe for their intended uses; compliant with all applicable EHS regulations and 3M expectations; and developed with a goal to continuously improve the EHS performance of products and corresponding manufacturing processes.

## Life cycle management

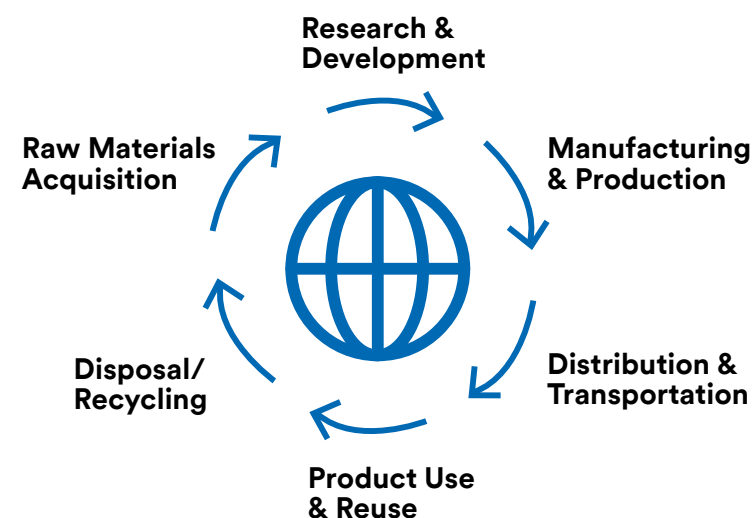
LCM is 3M's approach to assuring that product EHS and associated regulatory considerations are integrated into the development and commercialisation of 3M products through 3M's New Product Introduction (NPI) process.

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.

## Life Cycle Management

Unique and differentiated values



## 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.

### 15% Culture

For more than 70 years, 3M's unique 15% Culture has inspired employees to set aside work hours to pursue innovative ideas that excite them.

Employees get the space to try something new and different, think creatively, and challenge the status quo. Our 15% Culture gives employees in all areas the license to innovate. It gives employees the freedom to take risks and learn from mistakes. That freedom is essential to scientific discovery.

In 2021, we celebrated the 100-year anniversary of Richard Drew joining 3M — a man whose story is a model example of our 15% Culture.

## A new innovation using lasers to reduce emissions and save resources

A new production process to remove the electric conductive layer on glass welding shields, manufactured at 3M's Gagnef plant, will eliminate the use of chemicals as well as reducing water and energy use and preventing waste.

Traditionally screen printing, followed by UV curing and chemical treatment, has been used to create patterns on the welding shields. This energy intensive process created 400kg of etching material that had to be disposed of every year.

The new process was developed by project engineer, Gustav Ek, using high-tech lasers to etch the glass instead. Says Gustav: "The laser will be operated by a robot and this has also saved space on the production floor by removing old equipment that will not be needed anymore. As well as preventing the use of two tons of chemicals per year, the new process will reduce our total water use at the site by 10 per cent."

"In addition, our energy use will be reduced to just 50 KW per year, from 55,000 KW, and we will eliminate waste disposal completely."

Gustav began his career in Gagnef as an operator before later moving into an engineering role. He developed the new process in his '15% time'.

The new process is now in the qualification phase at the plant and is planned to be introduced in 2022.

**Our 94,700 employees do work that matters, applying 3M Science in ways that make a positive impact on people's lives**

Our Tech Forum is a key enabler of collaboration. This self-directed, self-organised group unites 10,000-plus 3M scientists and engineers who work together to solve problems across oceans and continents, regardless of which business they support.





# Our products

## Embedding a Sustainability Value Commitment in all new products

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 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 GHG emissions, improving patient outcomes, and enhancing worker safety in industrial settings.



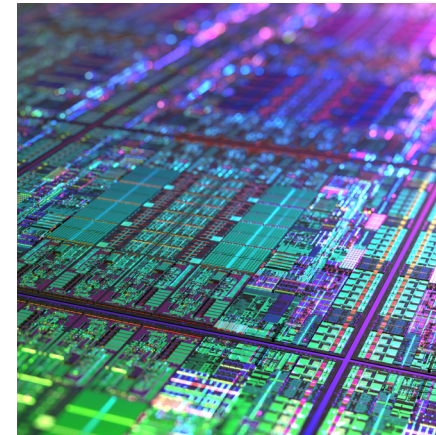
### Safety & Industrial

Driving performance, safety, and reliability to protect people and transform how work gets done

Wind protection tapes that help improve turbine uptime and durability.

Fall protection devices that provide visual and audio alarms when not being used properly by the wearer

Virtually dust free sanding with 3M™ Xtract™ abrasives with twice the life and cut rate and up to 97% dust removal.



### Transportation & Electronics

Solving tough customer challenges to advance a connected world

Enabling the future of **automotive electrification** using the entire breadth of 3M technologies to improve the electric vehicles' energy ecosystem and help make roads safer, smarter, and more connected.

Energy-saving window films

#### 3M™ Dual Brightness Enhancement

Film to increase the energy efficiency of electronic devices.

#### 3M™ Envision™ Print Wrap Films

Made in part with bio-based materials.

Vehicle lightweighting for fuel efficiency.



### Health Care

Enabling better, smarter, safer healthcare

Surgical, vascular, and wound care solutions improve health care outcomes, enhance the patient experience, and lower total cost of care through evidence-based solutions, education, and partnership.

3M purification and filtration technologies are used globally to manufacture life-saving medications, including development of vaccines and therapeutics to combat COVID-19.



### Consumer

Empower people to discover and achieve more every day

#### Scotch® Cushion Lock™ Protective Wrap

Is an expanding paper wrap that cushions, conforms, and immobilises an item for proven protection during shipping, moving or storage. It's made with 100% recycled paper and is curbside recyclable, making it a sustainable alternative to plastic cushion wrap packaging.

#### Scotch-Brite® Advanced Scrub Dots Non-Scratch Scrubbers

Rinse clean, resist odors, and dry fast, and the scrubbing fibres are made from 75% recycled content.

#### Filtrete™ Smart Room Air Purifiers

Automatically monitor, react and help purify air in medium or large rooms.

### Goal: Require a Sustainability Value Commitment (SVC) for every new product

**Progress:** achieving goal of 100%

In 2021, we maintained our goal of 100% of new products entering the new product commercialization process to include descriptions of their sustainability impact and how they drive impact for the greater good.

### Goal: help our customers reduce their GHGs by 250 million tons of CO<sub>2</sub> equivalent emissions through the use of 3M products by 2025.

**Progress:** toward goal of 250 million metric tons

#### Corporate results:

In 2021 alone, we estimate that our customers avoided emitting 18.1 million metric tons of CO<sub>2</sub> equivalents through the use of select 3M product platforms. Since 2015, this is a total avoidance of 100 million metric tons of CO<sub>2</sub> equivalent emissions for our customers.

In addition, we serve our customers through a wide range of innovative products that help them improve energy efficiency and reduce their GHG emissions.





# About report

## Report period

Current issue: May 31, 2022  
Next issue: June 2023  
Previous issue: June 9, 2021  
This report provides a summary of the activities carried out in the fiscal year 2021 (January 1 to December 31, 2021).

## Report scope

The report is based on our Global Impact 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 Global Impact report and relevance.

The data provided in this report through facts and figures is based on activities carried out during 3M's fiscal year 2021, but for some performance indicators the previous year's data is provided to allow for annual comparisons.

We always strive to improve our reporting of corporate sustainability metrics. In our efforts to improve our data to ensure more valuable and accurate disclosures for our investors, to our customers and our employees, we are changing our reporting to include only absolute values in this year's report. Historically, we reported our goal results for our three manufacturing sites in Sweden as indexed to global net sales. We believe global sales has little to no correlation to the production of products in our three Swedish manufacturing

sites, and is therefore not a good indicator of the site's economic and production intensity. Sales for Sweden will not be financially assured until after the issuance of this Nordic Impact Report. As we are committed to science- and fact-based reporting, we will continue to explore alternatives data-points in our next version of the Nordic Impact Report in May 2023.

3M's water goal utilise 2019 as baseline, whereas waste utilise 2015 as baseline. Starting in 2016, waste disposed and waste by disposal type do not include waste-to-energy. 3M's energy goal utilise 2015 as baseline and 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. 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 programmes 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 and 2021 GHG emissions for Sweden included in this 2022 Nordic Impact 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 2022 Global Impact 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](mailto:pfalster@mmm.com).



# 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	2022-05-25 12:55:49 UTC
Namn returnerat från Svenskt BankID: ROBERT NYHOLM	Datum
Robert Nyholm	Leveranskanal: E-post

✓ Signerat 2021-06-08 12:20:21 UTC

Oneflow ID 1949215 Sida 1 / 2

✓ Signerat 2022-05-25 12:55:49 UTC

Oneflow ID 3111953 Sida 2 / 2



# 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 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:** 2,090 metric tons of CO<sub>2</sub> equivalent
- **Scope 2 (Location-Based):** 574 metric tons of CO<sub>2</sub> equivalent
- **Scope 2 (Market-Based):** 74.8 metric tons of CO<sub>2</sub> equivalent
- **Scope 3:**  
Upstream Transportation and Distribution: 8,610 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, 2021 to December 31, 2021

### 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

  
David Reilly, Technical Reviewer  
Senior Project Manager  
Apex Companies, LLC  
Costa Mesa, California

April 14, 2022

*This verification opinion declaration, 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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