

# Advancing our impact

2023 Nordic Impact Report





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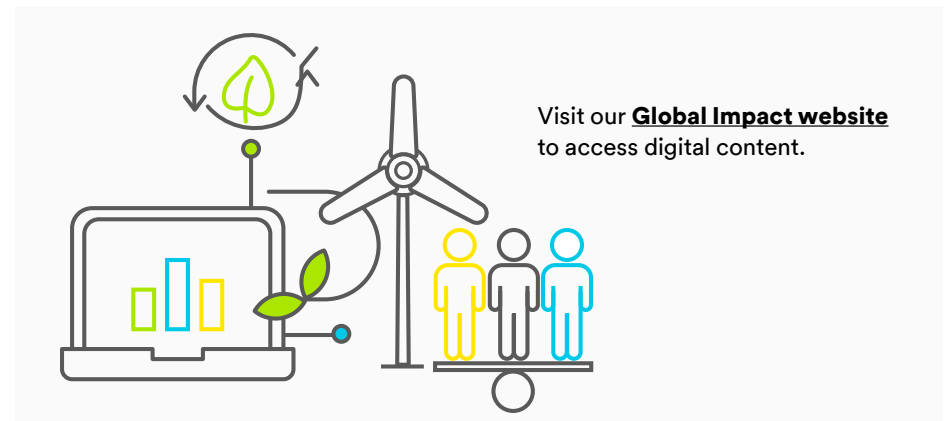
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# Leadership **messages**



**Mike Roman**

Chairman of the Board and Chief Executive Officer

Last year marked the 120-year anniversary of 3M. Many successful companies are founded on one big idea: for us, it was the power of material science to change the world. That's our purpose as an enterprise and it continues to drive us today.

**[Read the rest of Mike Roman's letter.](#)**



**Gayle Schueller**

Senior Vice President and Chief Sustainability Officer

Looking back on 2022, I'm proud of the strides 3M made toward our sustainability commitments. We hit major milestones, strengthened important collaborations, engaged meaningfully with the public and sharpened our focus for the future.

Having set several ambitious goals the prior year, in 2022 we pursued them with urgency and intent. In collaboration with internal and external partners, we made progress on multiple fronts for our carbon, water and waste footprints.

Among our accomplishments, we achieved 50% renewable energy across our global operations – two years ahead of our 2025 timeline. We also made substantial reductions in our carbon footprint: a 37.8% reduction of our greenhouse gas emissions since 2019, building on our 78.8% reduction since 2002. We reduced our use of virgin fossil-based plastic by 35.7 million pounds and further affirmed our commitment to plastics reduction by endorsing the Business Coalition for a Global Plastics Treaty. We're ahead of our 2022 water usage goal with a reduction of more than 10% and we continue to engage with the Water Resilience Coalition to help define net water positive and drive progress as a member of the leadership committee.

To advance our social commitments, we created the position of director of environmental justice. With a dedicated leader in this important area, we now have a full complement of equity-based community initiatives, which include programmes for STEM education, workforce upskilling, social justice and giving and volunteering. At the same time, we press forward with our diversity goals for 3M's workforce through our recruitment, hiring and retention processes.

As we expand research and development into emerging technologies, we're creating new climate-focused innovations, including for green hydrogen production and low-carbon-intensity energy separations. We were delighted to introduce some of these new technologies at Climate Week NYC in September 2022. At the 3M Climate Innovation Center, participants had the opportunity to interact with our latest solutions for decarbonisation, electrification, energy efficiency, waste reduction, and sustainable infrastructure.



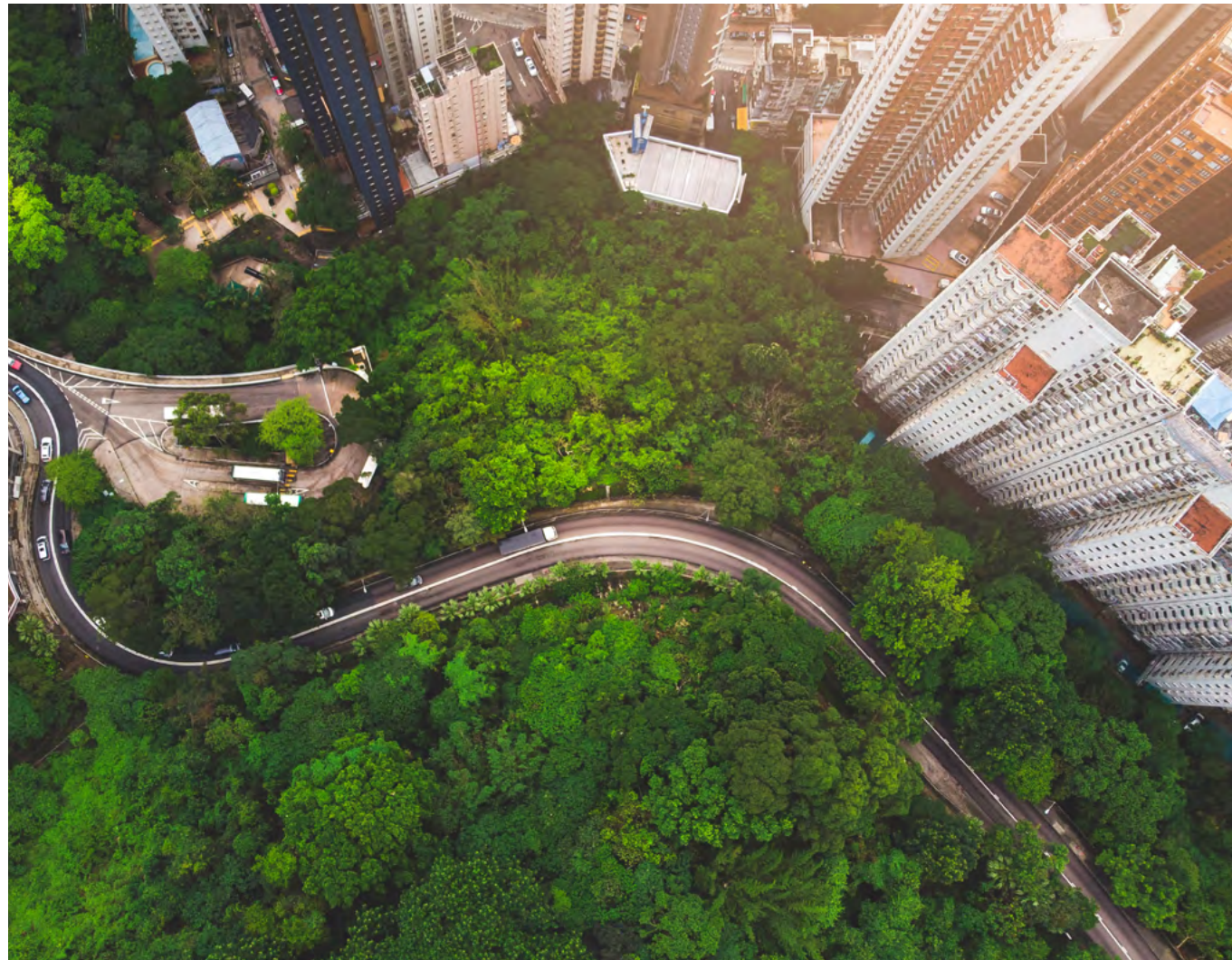
In November we had a robust presence at COP27. Along with a variety of 3M stakeholders, I participated in several sessions through our partnerships with the United Nations Framework Convention on Climate Change (UNFCCC) and other industry groups and nongovernmental organisations. It was also my pleasure to speak on clean energy, energy security and collaborating for climate solutions. Climate Week NYC and COP27 represent two of many engagements we participated in last year. We know that 3M's impact is best amplified when we work with others, sharing knowledge and resources to strengthen our collective action toward a more sustainable future.

While we celebrate our progress, we continue to act with urgency. 3M has the capability and responsibility to create positive impact well beyond our own footprint. We'll partner with customers, nongovernmental organisations and other thought leaders to design and lead an equitable and sustainable tomorrow. With science at our heart, we're positioned to leverage innovation, technology and collaboration with our customers and other stakeholders to create solutions not yet imagined as we strive to solve the world's greatest challenges.

2023 will be a transformative year for 3M. We're preparing for the spin-off of our Health Care business and the emergence of two world-class public companies poised for continued growth. We're evaluating the sustainability contexts for both companies and preparing them to advance along their respective paths for the greatest possible impact.

It's never been more important for 3M to focus on our sustainability commitments and take action. In this transformational moment, the foundation we build going forward will be critically important. For the future of 3M, for the future of our planet and for future generations, we must continually reimagine what's possible.

Achieved over  
**50%**  
renewable energy across our  
global operations – two years  
ahead of our 2025 timeline



# Leadership **messages**



**Lars Hanseid**  
Managing Director North Europe

In 2022 we maintained our focus on driving further reductions in waste, water and energy consumption across our three manufacturing plants and offices and achieved a number of successes. Many of those are driven by engaged and dedicated employees in the sites who work on specific projects every day to improve our performance to the benefit of our customers and our operation.

In this report, you can read about a wide range of employee-led sustainability initiatives. These include reducing the plastic content in products and packaging; recycling old metal parts that were no longer needed; reducing energy consumption by replacing fluorescent light tubes with LEDs; installing insulation material to reduce noise levels; and reducing water use by switching to a closed-circuit water-cooling system for heat pumps.

As more employees returned to work in 3M offices across the region, those based in Finland and Sweden moved into new office facilities in Keilaniemi, Espoo and Solna in Stockholm.

All non-production employees across the region are able to take advantage of 3M's global Work Your Way programme – a flexible working model that offers the option of working mainly on-site, remotely, or a hybrid of the two. I'm happy to see employees in the Nordic countries adapting the programme to balance their personal and professional life.

We were honoured to receive the newly appointed US Ambassador to Norway, Marc Nathanson, to the Lillestrøm office in August, where he attended his first AmCham (American Chamber of Commerce) meeting hosted by 3M.

Creating strong links with external organisations such as AmCham also helps us in our sustainability journey. In May, 3M Senior Sustainability manager for EMEA, Romy Kenyon, joined business leaders based in the Nordics for a webinar hosted by AmCham Norway.

## About the report

3M is subject to the requirements of the Danish Financial Statements Act sections 99a and b, the Swedish Annual Accounts Act on Non-Financial Reporting and the Norway Transparency Act. This report complements 3M a/s, Svenska AB and 3M Norge AS Annual Reports. Collectively 3M's Annual Reports 2022 and 3M's 2023 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.

The online panel debate explored Sustainable Transatlantic Impact and Romy spoke about how she works with all 3M businesses to embed ESG (Environmental, Social, Governance) criteria, including sustainability, into products and solutions.

Responsible sourcing is another area where we collaborate with external companies. Last year, we once again partnered with wood fibre processing companies Metsä Fibre and Ahlstrom and the Earthworm Foundation, to carry out research into sustainable forestry practices in Finland.



Health and Safety continued to be a major focus in 2022. Training in first aid; the use of new water-based fire extinguishers; and the use of 3M's new global risk assessment tools took place across our manufacturing plants.

3M is committed to creating a workplace culture that is powered by inclusion where everyone is made to feel welcome and valued and this is something we are proud to see in action in the Nordic countries.

A key part of this is encouraging all 3Mers to practice REAL (Reflect, Empathise, Act and Learn) Allyship, an effective tool that can be applied to any situation. During the year, the North Europe REAL Allyship team co-facilitated training sessions for 3Mers across the region.

Creating STEM (Science, Technology, Engineering and Math) learning opportunities for young people is another priority. A global \$50,000 grant to the Vetenskapens Hus (House of Science) in Sweden funded an inspirational science summer school for 10–15 year-olds.

This also enabled Vetenskapens Hus to offer scholarships to young people from disadvantaged areas, supporting 3M's global, education-focused goal of creating five million STEM and skilled trades learning experiences for underrepresented individuals by the end of 2025.

As well as giving back to local communities, 3Mers played their part supporting international crises. In Denmark, a donation \$5.124 was made to the Ukraine Crisis Foundation. Meanwhile, a team at the Värnamo site organised the donation of essential supplies of 3M personal protective equipment to the front line in Ukraine.

## For Gagnef, Värnamo and Västervik:

➤ The amount of material sent for landfill and incineration has been reduced by

**9.8%**

since 2015.



➤ Since 2016 the sites have been powered by

**100%**

renewable electricity.



➤ Energy use decreased by

**16.3%**

since 2015.



➤ Water usage decreased by

**18.1%**

since 2019.





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# 3M at a glance<sup>1</sup>

**\$34.2B**

in sales

Sales in

**~200**

countries

**100+**

straight years of dividends

**\$1.7B**

in capital investments



**>200**

sites

**51**

Technology Platforms

**92K**

employees globally

One of

**30**

companies on the Dow Jones Industrial Average



**>132K**

patents

More than

**800**

brands and trademarks

Over

**55K**

products

**\$1.9B**

in R&D spend

<sup>1</sup> All data is based on activities during 3M's fiscal year 2022.



## Our purpose:

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



# North Europe Region

## 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



Three sites in Sweden manufacture thousands of products for the Safety and Industrial business group.

Sales and marketing operations in 66 countries/regions including Denmark, Norway, Finland and Sweden.

R&D labs and application engineering in 47 countries, with three in Sweden, where innovative solutions and products are created for our customers.

Customers visiting the sites in Solna or Lillestrøm can have a tour of the Customer Innovation Centre.

# Leading with **purpose**

## Our **commitment**

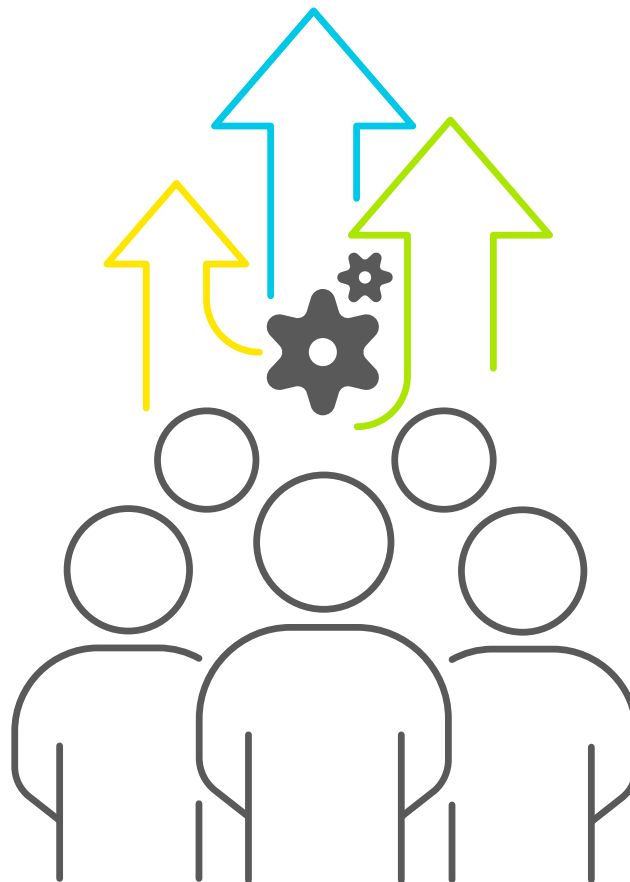
We use a science-based approach to reimagine what's possible as we rise to the challenges that are most material to 3M and critical to our planet and its people. Our goals and environmental, social and governance (ESG) metrics reflect a heightened commitment to thinking holistically about how our people, products and operations can all contribute to a better and brighter future.

## Our **impact**

In 2022, we continued to build momentum around science and collaboration in our operations and our communities. We acted with urgency to implement solutions that help us achieve our sustainability goals for the environment, our communities and – most importantly – the people they impact.

More than ever, we need science to create a more positive future where everyone can thrive. The resilience of our planet, our people and our economy depends on it.

As the expectations of our customers, employees, investors and stakeholders continue to grow, we set meaningful and measurable goals that demonstrate our ESG commitments and progress. Our employees are driven to pursue these goals and make a difference in the world – and we're proud of the recognition their efforts have earned for 3M. See our recognitions on the [Corporate Awards & Recognition | 3M website](#).



## 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**



# Science for Circular

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

➤ 2022 goal results

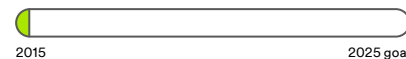
## 100% Sustainability Value Commitment for new products

**On pace** – Require a Sustainability Value Commitment (SVC) for every new product<sup>1</sup>



## 0.58% manufacturing waste reduced

**Behind** – Reduce manufacturing waste by an additional 10%, indexed to sales



## 44.9% of sites achieved zero landfill

**Outpacing** – Achieve zero landfill status at more than 30% of manufacturing sites



## 457 completed supplier assessments

**On pace** – Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance



## 54.2 million pounds of plastic reduced

**On pace** – Reduce dependence on virgin fossil-based plastic by 125 million pounds by the end of 2025



## 16.8% increased water efficiency

**On pace** – Reduce global water usage by the following amounts: 10% by 2022, 20% by 2025 and 25% by 2030, indexed to sales<sup>2</sup>



## We are ahead of schedule in installing state-of-the-art filtration technologies

**On pace** – For 3M's global manufacturing operations, enhance the quality of water returned to the environment from industrial processes by 2030.<sup>3,4</sup> Our initial focus is on implementing state-of-the-art water purification technology at the largest water use locations globally and having them fully operational by 2024



## 17 identified manufacturing sites

**On pace** – Engage 100% of water-stressed/scarce communities where 3M manufactures on communitywide approaches to water management



<sup>1</sup> 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.

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

<sup>3</sup> By improving the weighted average of priority constituents, including select metals, biochemical oxygen demand (BOD), chemical oxygen demand (COD), cyanide compounds, fluoride, total nitrogen, oil and grease, fluorochemicals (PFAS), total dissolved solids (TDS), total suspended solids (TSS), sulfate and others.

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

# Science for Climate

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

➤ 2022 goal results

## 37.8% Scope 1 and 2 GHG emissions reduced

**On pace** – Reduce Scope 1 and 2 market-based GHG emissions by at least 50% by 2030, 80% by 2040 and achieve carbon neutrality in our operations by 2050<sup>1</sup>



## 121M metric tons CO<sub>2</sub> equivalent

**On pace** – Help our customers reduce their GHGs by 250 million tons of CO<sub>2</sub> equivalent emissions through the use of our products



## 51.9% renewable energy

**Outpacing** – Increase renewable energy to 50% of total electricity use by 2025 and to 100% by 2050

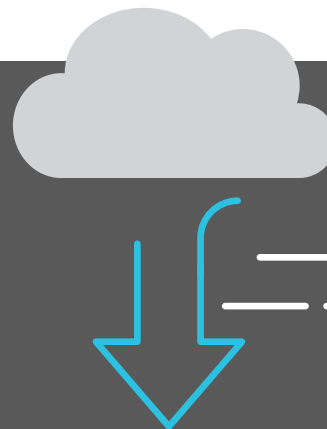


## 13.1% improved energy efficiency

**Behind** – Improve energy efficiency, indexed to net sales, by 30%



<sup>1</sup> 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.



## 78.8%

reduction in Scope 1 and 2 location-based GHG emissions since 2002



# Science for Community

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

➤ 2022 goal results

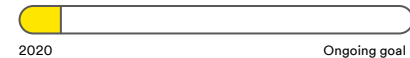
## 45.1% diverse talent in management

**On pace** – Double the pipeline of diverse talent in management globally to build a diverse workforce by 2030<sup>1</sup>



## 9.02% workforce diversity

**On pace** – Double the representation of underrepresented groups from entry-level through management in our U.S. workforce<sup>2</sup>



## 6.39% workforce diversity

**On pace** – Double the representation of underrepresented groups in management positions in our U.S. workforce<sup>2</sup>



## 100% pay equity globally

**On pace** – Maintain or achieve 100% pay equity globally



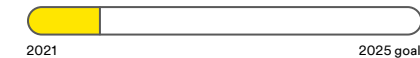
## \$23.6M workforce development and STEM investment

**On pace** – Invest \$50 million to address racial opportunity gaps in the U.S. through workforce development and STEM education initiatives by the end of 2025



## 1.04M learning experiences

**On pace** – Advance economic equity by creating 5 million unique STEM and skilled trades learning experiences for underrepresented individuals by the end of the 2025-26 school year<sup>3</sup>



## \$82.1M invested in cash and products

**On pace** – Invest cash and products for education, community and environmental programmes



## 81.8K skills-based work hours

**On pace** – 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<sup>4</sup>



## 4.91M training instances

**Outpacing** – Provide training to 5 million people globally on worker and patient safety



<sup>1</sup> In 2021, 3M updated the goal maturity date to 2030 from 2025. See [3M's 2021 Global Diversity, Equity & Inclusion Report](#) for more details.

<sup>2</sup> Underrepresented groups in our 3M U.S. workforce include Black/ African American and Hispanic/Latino employees.

<sup>3</sup> 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.

<sup>4</sup> Goal was initiated in 2019. Skills-based volunteering is primarily delivered through the 3M Impact programme.

## Materiality assessment

Every other year starting in 2014, 3M has commissioned an independent research consultancy to help us better understand our stakeholders' perspectives on key issues and assess our corporate reputation and leadership opportunities. The 2022 materiality assessment defined our current priority topics from two angles, called 'double materiality.' It assessed how environmental and social issues impact 3M's financial performance and value, as well as how 3M's activities impact a broad range of stakeholders. The materiality assessment also explored stakeholder perceptions of our sustainability strategy and its three pillars: Science for Circular, Science for Climate and Science for Community.

Stakeholders included customers, employees, suppliers, nongovernmental organisations, corporate/private sector, academics, consultants, government, media, finance, trade associations and think tanks. They represented 3M's four business groups and all areas of operation.

Following the 2022 assessment, we analysed the insights and inputs from stakeholders and developed our Sustainability Priority Matrix. The matrix shows our priority topics and demonstrates how our sustainability goals align with the United Nations 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals (SDGs).

The matrix categorises topics into three priority tiers:

**Tier 1** – Greatest potential for 3M to have impact

**Tier 2** – High potential for 3M to have impact

**Tier 3** – Moderate potential for 3M to have impact

To follow the details of our Sustainability Priority Matrix linked to our three pillars and UN's Sustainability Development Goals see

**3M 2023 Global Impact Report.**

## 2022 priority tiers at a glance

Tier	Topic
1	<ul style="list-style-type: none"> <li>Product innovation to solve climate, health and safety challenges<sup>1</sup></li> <li>Sustainable products and services</li> <li>Climate change and GHG emissions</li> <li>Energy usage and use of renewables</li> <li>Ethical and transparent business practices</li> <li>Chemical management<sup>2</sup></li> <li>Safety of products and services<sup>1</sup></li> <li>Health and safety of employees and contractors</li> </ul>
2	<ul style="list-style-type: none"> <li>Employee diversity, equity and inclusion</li> <li>Infectious disease and public health issues</li> <li>Plastic and packaging waste</li> <li>Water quality</li> <li>Designing products and packaging with less or no waste<sup>1</sup></li> <li>Manufacturing waste</li> <li>Community health, safety and well-being<sup>1</sup></li> <li>Responsible sourcing and supplier sustainability<sup>1</sup></li> <li>Human rights and labour practices in the supply chain<sup>1</sup></li> <li>R&amp;D investment<sup>1</sup></li> <li>STEM education, training and workforce development</li> <li>Employee training, development and well-being<sup>1</sup></li> </ul>
3	<ul style="list-style-type: none"> <li>Collaboration and partnerships<sup>1</sup></li> <li>Biodiversity and ecosystems<sup>1</sup></li> <li>Water usage and availability</li> <li>Employment and reskilling for underresourced or marginalised communities<sup>2</sup></li> <li>Access to safe and affordable drinking water<sup>1</sup></li> <li>Racial justice and inequality<sup>1</sup></li> <li>Air quality</li> <li>Advocacy, public policy and engagement to support and promote social justice, science, health, environment and safety</li> <li>Supplier diversity<sup>1</sup></li> </ul>

<sup>1</sup>New topic for 2022.

<sup>2</sup>Topic modified from 2020 materiality assessment.





# Communities

## Our commitment

Building and nurturing meaningful connections with our local communities is fundamental to our sustainability strategy. We're committed to leveraging our people, products and philanthropy to support communities through science, technology, engineering and mathematics (STEM) education, workforce development and community and environmental programmes – with a focus on underrepresented populations and underserved communities.

## Our impact

3M listens to and engages with communities to understand and identify ways to maximise our impact. In our multifaceted approach to community support, we identify key areas where we're uniquely positioned to have the most impact through cash and product donations, research and development investments, volunteerism and skills sharing and more.

As part of our Science for Community pillar of 3M's Strategic Sustainability Framework, we help address social and economic disparities around the world. Through a variety of new and existing programmes, we invest to build a strong foundation for equitable outcomes far into the future. To optimise our actions, we leverage research on social impact to inform investment decisions and collaborate with our community partners to track outcomes, minimise barriers and expand future opportunities for 3M engagement.

In addition to the below, more information about our efforts to support equitable communities, including key highlights and actions taken in 2022, can be found by visiting our [Diversity, Equity & Inclusion \(DEI\) Report](#).

We believe 3M is positioned to bring our full capabilities to advance equity and inclusion in our communities. We're continuing to deliver on our \$50 million community commitment and to partner with organisations dedicated to assuring justice and equity.

## 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.

### > Global total giving: 2022

# \$82.1M

compared with 2021  
corporate median of \$25.8M<sup>1</sup>

### > Nordic total giving: 2022

# \$16.7k

in cash donations to  
3M Communities.

<sup>1</sup> Chief Executives for Corporate Purpose

## Summer science fun in Stockholm

A collaboration between Vetenskaps Hus (House of Science) and 3M gave 100 young people in the Stockholm area the chance to find out first-hand that science is fun.



VETENSKAPENS HUS

The inspirational summer school took place from 1–12 August, with the first week offered to both boys and girls and the second week for girls only.

During the summer school, the 10–15 year-olds had the chance to take part in a range of interactive workshops, including 3D printing, making ice-cream using liquid nitrogen and a microscope activity based on 3M materials.

The Discover Microscopy session introduced the youngsters to different microscopes that they used to study 3M materials, such as abrasives. They then compared these to natural materials collected from the botanical garden where one of the Vetenskaps Hus campuses is based.

Another activity was an invention wall where students could share their ideas, written on a Post-it® Note, throughout the week.

Feedback from the participants was extremely positive, with comments including:

“All the staff here are really nice and really good at explaining things.”

“It’s nice that you can look at things under a microscope. Super cool!”

“I think it’s great that there is a group that is only girls. Keep it up, thanks!”

The science workshops were funded by a global \$50,000 3M education grant as part of a programme run by the House of Science to make STEM activities available to a more diverse range of young people.

## Sending essential supplies and donations to Ukraine

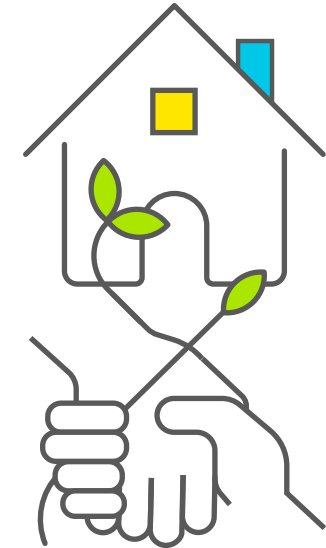
A team at the Värnamo site in Sweden, led by global product marketer Fredrik Johansson, has organised the donation of essential supplies of 3M personal protective equipment to Ukraine.

The team has so far shipped around 10 pallets of ear protectors, communication headsets, safety helmets and welding shields, working closely with voluntary organisation Barnes Oas to ensure that the supplies reach the front line.

Says Fredrik: “Barnes Oas sends supply trucks to Ukraine every month and does a great job of finding out where products are needed most.”

Meanwhile, the team in Denmark made a donation of \$5,124 to the Ukraine Crisis Relief Fund. The money was raised from a furniture sale and the donation was organised through 3M’s Global Giving programme.

EMEA Sustainability Manager and country leader for Denmark, Tina Monk, explains: “In 2022 we downsized our office space in Denmark and this resulted in many items of furniture that we no longer needed. We decided to offer this for sale to all employees in Denmark who could use it in their own homes.”



“This avoided needing to dispose of the furniture and enabled employees to update their home offices. All the money raised from the sale was donated to the Ukraine Crisis Relief Fund and we hope it will support the important work that this organisation is driving.”







## US Ambassador to Norway visits 3M

When he was newly appointed in the summer of 2022, US Ambassador to Norway, Marc Nathanson, attended his first AmCham (American Chamber of Commerce) meeting at the 3M head office in Lillestrøm.

Leader for Enterprise Customer Operations (ECO) Commercial Contracting and the country leader for Norway, Ketil Nordengen, is chair of AmCham Norway. He met the Ambassador at his residence shortly after he arrived in Norway and invited him to tour the 3M Customer Innovation Centre on the day of the AmCham meeting.

This proved a good opportunity to showcase the breadth of 3M's product range, the company's innovation capabilities as well as its focus on Environment, Social and Governance.

AmCham plays a key role partnering with the US Embassy to advance transatlantic trade and investment between Norway and the US.

## Leading the sustainability debate at AmCham Nordic event

In July 2022, 3M Senior Sustainability Manager for EMEA, Romy Kenyon, joined several business leaders based in the Nordics for a webinar hosted by AmCham Norway.

The online panel debate explored Sustainable Transatlantic Impact and Romy spoke about how she works with all 3M businesses and EMEA regions to embed ESG (Environmental, Social, Governance) criteria, including sustainability, into products and solutions as a key market differentiator.

Speaking at the event, Romy said: "In my interactions with stakeholders I've seen awareness around sustainability shift tremendously over the past five years, going from somewhat important to the very core of innovation.

"Our customers increasingly want to see evidence of sustainable innovations and this is driving trends including net zero, the circular economy, clean energy and a focus on ESG regulations. Together with our customers and suppliers, we are exploring new manufacturing and economic systems, with innovation and technology driving the solutions.

"The trend is shifting towards producing goods in smaller factories in local regions, as opposed to a global model, which has the added benefit of reducing carbon footprint. We also consider how products will be dealt with at the end of their life, for example whether they will be repurposed, reused, or recycled."

Romy also spoke about 3M's Sustainability Value Commitment that is applied to each new product to show how it drives impact for the greater good. This can include the use of sustainable materials and processes as well as the reformulation of existing products to help customers be more sustainable in their operations.

# Diversity, equity and inclusion

## Our commitment

Recruiting and retaining a diverse global workforce is a core part of 3M's sustainability strategy. We recognise that different countries and cultures have different definitions of diversity. 3M aims to reflect the diversity of our customers, suppliers and community partners. In addition, we're committed to advancing equity across our organisation at all levels and to creating an inclusive culture where all feel welcome.

Through inclusion focused events, allyship training and our Employee Resource Networks we continue to shine the spotlight on the power of our culture of belonging.

## Our impact

We advance meaningful actions toward a more equitable future for our global employee base, including training, development and recruitment efforts focused on underrepresented populations. We foster an inclusive culture that supports and appreciates differences and provides fair and equal opportunities for everyone. And we continue our efforts toward building a diverse workforce around the world.

## Our sustainability goals

Double the pipeline of diverse talent in management globally to build a diverse workforce by 2030<sup>1</sup>

➤ Increased to  
**45.1%**

<sup>1</sup> In 2021, 3M updated the goal maturity date to 2030 from 2025.

### Corporate results:

Since 2015, we've improved our Global Diversity Index by 12.5 points, moving from 32.6% to 45.1% as we progress toward our 2030 goal of 65.2% – or double our 2015 percentage.

### Regional results:

In our North Europe Region gender diversity, we keep focusing on ensuring a solid gender mix among our employees. The gender diversity of women in our executive team is at 47%.





## 3M Denmark

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.

For gender diversity in our manufacturing sites please see the Site spotlight sections.

### Empowering employees to take intentional actions

At 3M, we are committed to creating a workplace culture that is powered by inclusion. A key part of this is encouraging all 3Mers to practice REAL (Reflect, Empathise, Act and Learn) Allyship, an effective tool that can be applied to any situation. By leveraging REAL Allyship, we hope to accelerate the journey of belonging for all 3Mers.

The programme aims to create a workplace culture that is powered by inclusion, supports motivation and positive wellbeing and encourages employees to take intentional actions.

Intentional actions – like listening, learning and advocating for equitable treatment – allow everyone to thrive.

REAL Allyship training was rolled out across the North Europe Region in Q4 and included five sessions in the Nordic countries in local languages, driven by local ambassadors. The interactive sessions showed how individuals can support people who have been excluded or overlooked, so everyone can feel safe at work, respected by colleagues and managers, listened to and recognised.

Lone Qvistgaard, Total Rewards and HR specialist for Denmark and Norway, is one of the REAL Allyship ambassadors.

**“I joined the REAL Allyship programme as a volunteer ambassador as I want to support my colleagues and show them how we can build authentic and supportive relationships with each other. This isn’t something like a system, where you can just tick a box when you’ve finished. You need to continue to work on this and it will be a journey for all of us.”**

– Lone Qvistgaard, Total Rewards and HR specialist



### Global inclusion index

2021

75%

2022

74%

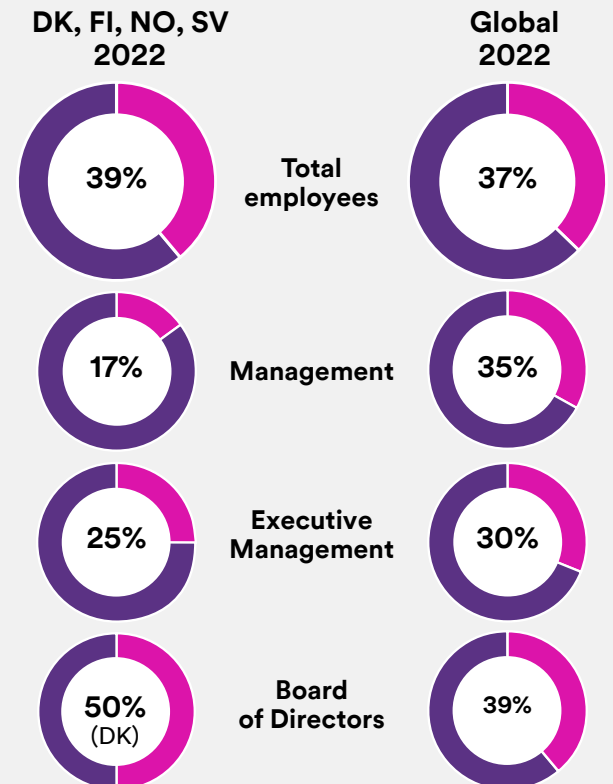
of employees felt included.

**While we saw a 1% decline in our global inclusion Index in 2022, we are confident in our ability to maintain and build on our culture in 2023 and beyond.**



## Gender diversity

These graphs highlight the percentage of female employees globally and as a total for the 2022 workforce in Denmark, Finland, Norway and Sweden.



As we advance our diversity, equity and inclusion initiatives, we know systemic change requires resources and long-term dedication. We'll continue to focus on moving the needle on our representation goals and partnering with organisations dedicated to inclusion and equity. We'll keep building our recruitment and underrepresented STEM students in higher education.



## Returning to 3M offices

During spring 2022, more employees returned to work in 3M offices across the region, with 3Mers in Finland and Sweden settling into new office facilities in Keilaniemi, Espoo and Solna in Stockholm.

Grand opening events were held at both facilities, following delays moving into the new offices due to the pandemic.

Says country leader for Finland, Mia Eklöf: “Our opening event was a mix between a formal ceremony, a discussion around new ways of working, an exchange of ideas on adapting to the new hybrid world and, most importantly, the pure joy and excitement of seeing and meeting everyone face-to-face again.”

In Sweden, country leader Mathias Wassberg welcomed employees, including some new colleagues, to the Solna office. The event began with the monthly Town Hall meeting, followed by the grand opening ceremony, the cutting of a red ribbon, a tour of the building and a chance to mingle and chat to colleagues.



“We moved to our new modern facility in Solna during the pandemic, so for many employees it was the first time they had been to the office.”

– Mathias Wassberg, Commercial Director Safety & Industrial Channel Business and country leader Sweden

## It’s time to talk

The Let’s Talk initiative was introduced to North Europe by the Women’s Leadership Forum (WLF) team. These one-hour sessions are informal discussions with a focus on topical issues related to Diversity, Equity and Inclusion. Content is provided ahead of each session to frame the discussion and ensure meaningful and action-driven conversations.

Two sessions took place in 2022:

- #BreaktheBias – a topic that was also in focus during Women’s History Month in March. This session also included an introduction to the Men As Advocates team
- What is work-life balance and how can you achieve it?

After an introduction from the WLF team, attendees are divided into small break-out groups to discuss the topic more widely and then invited to share any feedback with the wider audience.

Says co-chair of the North Europe WLF, Milla Olo: “We chose to focus on these areas as colleagues have many questions around these topics. We invite 3Mers from every country in the region to join us for an open discussion as it’s only by sharing experiences and views that we will learn and grow.”

## Diversity, Equity & Inclusion Report

We launched our **2022 Global Diversity, Equity & Inclusion Report**, outlining 3M’s workforce representation and pay equity.







# How we work



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# Corporate **governance**

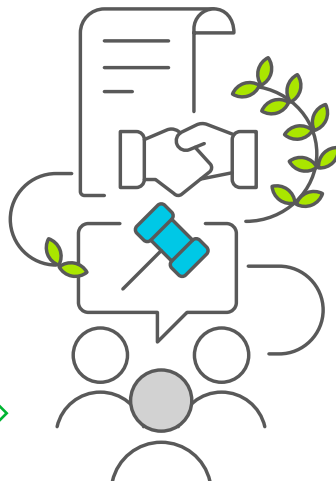
## Our **commitment**

3M believes that good corporate governance practices serve the long-term interests of shareholders, strengthen the Board and management and further enhance the trust 3M has earned from the public over more than a century of operating with uncompromising integrity and doing business the right way.

## Our **impact**

Our corporate governance principles govern how 3M does business daily, enabling us to outperform and lead the way to sustainable growth.

**Corporate Governance Guidelines provide a framework for the effective governance of the company**



## Sustainability governance

Our robust sustainability governance structure includes oversight by our Board of Directors, which receives regular sustainability updates and reviews related risks as part of 3M's enterprise risk management. The Science, Technology & Sustainability Committee of the Board of Directors has primary oversight responsibility of 3M's sustainability and stewardship activities, including environmental and product stewardship efforts, environmental, health and safety, legal and regulatory compliance, among others. 3M's Environmental Responsibility and Sustainability Committee, comprising top 3M executive management, provides leadership, oversight and strategy for sustainability and develops and monitors adherence with related policies and procedures.

Group	Function
<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>• Receives regular sustainability updates at Board meetings</li> <li>• Reviews sustainability-related risks as part of 3M's enterprise risk programme</li> </ul>
<b>Science, Technology &amp; Sustainability Committee of the Board of Directors</b>	<ul style="list-style-type: none"> <li>• Provides primary oversight of 3M's sustainability and stewardship activities</li> <li>• 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</li> </ul>
<b>Environmental Responsibility and Sustainability Committee</b>	<ul style="list-style-type: none"> <li>• Provides leadership, oversight and strategy to encourage and ensure sustainability opportunities are recognised</li> <li>• Develops and monitors adherence with strong sustainability-related policies and procedures</li> <li>• Includes 3M's CEO, CFO, CTO &amp; EVP Environmental Responsibility, Group President Enterprise Operations, EVP &amp; Chief HR Officer, EVP &amp; Chief Legal Affairs Officer, SVP &amp; Chief Strategy Officer and EVP Country Governance &amp; Services</li> </ul>
<b>Chief Sustainability Officer</b>	<ul style="list-style-type: none"> <li>• Leads 3M's sustainability activities</li> <li>• Reports to the Environmental Responsibility and Sustainability Committee and other internal and external groups</li> </ul>
<b>Sustainability leaders in business groups, areas and enterprisewide</b>	<ul style="list-style-type: none"> <li>• Drives Strategic Sustainability Framework priorities and initiatives consistent with the scope of their role</li> <li>• Leads customer relationships to solve shared global challenges</li> </ul>

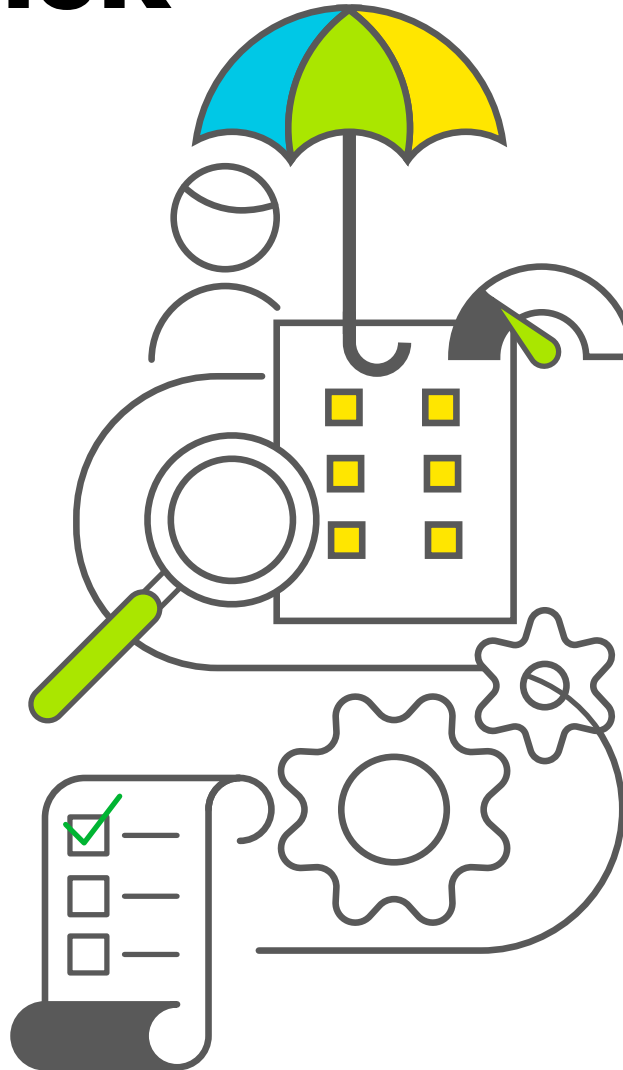
# Enterprise **risk**

## Our **commitment**

To assure 3M's long-term success, we're committed to identifying and preparing for material opportunities and threats impacting our ability to deliver on stakeholder expectations.

## Our **impact**

3M's general auditor conducts an annual review of the major risks facing the company and works with executives to assess those risks and develop appropriate mitigation plans. To assure business continuity through global economic and geopolitical challenges, we prioritise the well-being of our workforce, resiliency of our global supply chain, environmental stewardship and efficiency in our operations.



3M believes that good corporate governance practices serve the long-term interests of our stakeholders, strengthen 3M's Board of Directors and management and further enhance the public trust we've earned from more than a century of operating with unwavering integrity.

### **Risk oversight**

The concept of risk appetite and tolerance is an essential component of our strategic planning. The Board delegates primary responsibility for the oversight of risks facing the company to the **Audit Committee** of the Board of Directors.

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



... we prioritised the well-being of our workforce, resiliency of our global supply chain, environmental stewardship and efficiency in our operations.



# Corporate Code of **Conduct**

## Our **commitment**

The Code of Conduct positions 3M for long-term growth and binds us together as 3M employees – across business groups and across geographies. Great companies are built on trust – from their customers, shareholders, employees and communities. We’ve earned that trust and a reputation for integrity over many decades and no one at 3M is free to compromise it.

## Our **impact**

Again in 2022, all over the world, we held Ethics & Compliance Week events to further build employee engagement around the Code of Conduct. We continued our efforts to engage senior leaders, middle management and employees, as well as to enhance our training programme. And we continued to make strides in data science and various metrics dashboards, which drove the enhancement of several of our platforms.

We have one **Code of Conduct** that applies to our 92,000 employees in over 70 countries. Our Code of Conduct summarises 3M’s compliance principles and raises awareness about how to do business the right way, at all times and at every site. The Code of Conduct is our guide, answering questions and providing direction when the right choice may not be clear.

We hold all 3M employees, including supervisors, managers and other leaders, responsible for knowing and following the ethical, legal and policy requirements that apply to their job and for reporting any suspected violations of law or the Code of Conduct. We expect leaders to create an inclusive workplace environment that encourages asking questions and raising concerns.

To mitigate risks of third-party bribing someone on 3M’s behalf we complete due diligence on our customers and high-risk suppliers. We also have a pre-approval system to document business courtesies and transfers of value to and from our business partners.

In 2022, 99% of all compliance courses in the four Nordic countries were completed on time.

In total six courses were sent to 3M non-production employees. These were:

- Conflicts of interest for supervisors
- Preventing workplace harassment
- Reporting and non-retaliation
- Working with third parties
- Confidential information and computer security
- Code of Conduct and ethical decision making

Ethics & Compliance courses are now available through 3M Learn, 3M’s corporate-wide learning platform. This provides a one-stop-shop approach for employees to easily access their assigned training.



In 2022, 551 employees in the Nordic countries completed  
**2886**  
online compliance courses.



# Be 3M

3M’s Code of Conduct defines the expectations for how we work:



## Be Good



## Be Honest



## Be Fair



## Be Loyal



## Be Accurate



## Be Respectful

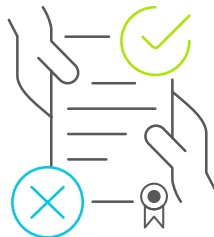
The **Ethics & Compliance Department** provides training globally to ensure that all 3M employees comply with the law, 3M's Code of Conduct, supporting policies, standards and procedures.

**"In today's dynamic and rapidly changing environment, our commitment to an unwavering integrity culture is a rock on which we can always lean."**

– Mia Eklöf, Nordic Ethics & Compliance Partner and country leader Finland

In Denmark, Finland, Norway and Sweden

**we reached  
99%  
completion**



of our annual Code of Conduct certification.

**Training on Preventing Workplace Harassment and Reporting and Non-retaliation supported this change. Both were completed by 551 employees in the four Nordic countries, with 99.8 percent on time completion.**

## Respectful Work Environment Principle

In 2022, 3M updated our Respectful Workplace Principle to **Respectful Work Environment Principle** to more accurately reflect our culture of unwavering integrity and the way we work – with increased flexibility, in a variety of different environments. This clarifies 3M expectations by more clearly defining what is meant by 'bullying,' 'inappropriate communication' and 'inappropriate behaviour.' It also includes examples of behaviours that do not violate the Principle and guidance for conflict resolution.

At 3M, everyone is entitled to respectful treatment in the 3M work environment. A respectful work environment 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 behaviour and consistent with 3M's ethics, values and culture of inclusion. In a respectful work environment, people feel free to report workplace concerns without fear of retaliation or reprisal. This Principle applies globally to all employees and may apply to those acting on behalf of 3M.

## EU Whistleblower Directive

In 2019 the European Union introduced a Whistleblowing Directive that mandated countries that include Denmark, Finland and Sweden, to enact laws to protect whistleblowers when reporting imminent threat or violations of laws of public interest. The goal is to protect people who report in the public and private sectors from retaliation. 3M is well aligned with the requirements of the laws of these countries. Having a reporting hotline is a critical element of 3M's compliance governance. Within the Code of Conduct, 3M takes a strong position against retaliation, which is reflected in our Non-Retaliation Policy and within Be Good: 3M's Employee Obligations and Reporting Principle.

**3MEthics.com is a 24-hour confidential and anonymous (where permitted by local law) helpline and online reporting system.**



In 2023, ethics and compliance will remain at the core of what we do for our employees, customers, communities and shareholders. The Ethics & Compliance Department will continue to evolve to reflect business operations and support our stakeholders throughout the company. We'll optimise opportunities to improve our program and platforms and, importantly, continue to find creative ways to engage with employees through new and different modalities. We will continue to advance third-party risk management by leveraging data to enhance monitoring activity for new and emerging risks. We'll continue to equip employees with guidance and tools to do business the right way.

# Employee programmes

## Our commitment

3M is committed to developing employees and building a purpose-driven culture. Throughout the organisation, we reinforce behaviours that foster an inclusive workplace and we provide competitive benefits and recognition programmes to support employees throughout their career.

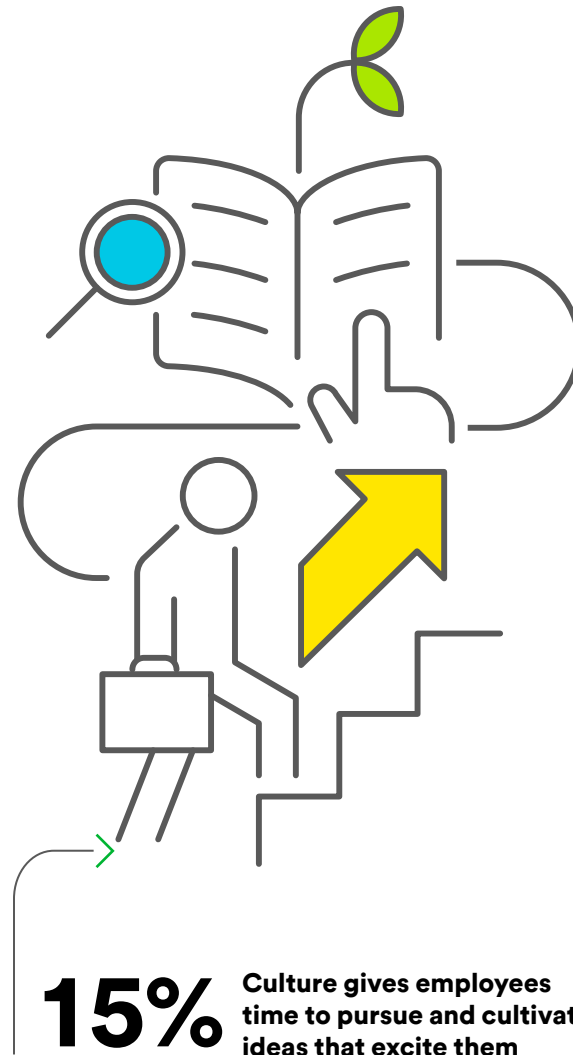
## Our impact

We invest in our people's success by fostering a culture of continuous learning to help employees develop the skills of tomorrow. We empower our employees to bring innovation into their work and focus on making an impact in the world.

### A learning-focused culture

In 2022, we introduced a new integrated learning and development platform called 3M Learn. 3M Learn replaces several disparate learning platforms and consolidates them into one flexible central system. By retiring many of our legacy platforms and streamlining the experience, we've made it easy for employees to access and explore personalised learning content and resources.

We regularly track engagement, consumption and satisfaction of our learning programmes. We aim for a 90% completion rate among participating employees.



**15%** Culture gives employees time to pursue and cultivate ideas that excite them

### 15% Culture

For over 70 years, **3M's unique 15% Culture** has encouraged our people to set aside 15% of their work time to pursue and cultivate ideas that excite them. Whether the time is used to experiment with a new technology, form a special interest group around a fresh idea, or improve a process, our 15% Culture gives employees in all areas the space to reimagine what's possible.

### Compensation

Guided by our compensation philosophy and principles of competitive, fair and equitable pay, we use a global compensation benchmarking process to drive consistency and transparency in our compensation practices. Our goal is to maintain or achieve 100% pay equity globally and we are leveraging this through an annual salary adjustment process that continually supports and strengthens our pay equity results. The compensation is impacted by our performance process, called Performance Everyday and it aligns an employee's development, individual goals and efforts to advance 3M's culture with company business objectives and outcomes. In 2022 we increased compensation for all non-production employees who were paid below 90% of their market reference point.

Moving forward we continue to analyse pay equity by comparing employees in the same job category, job grade and location, a process that's produced excellent results.



## Celebrating the achievements of colleagues across the region

The NER Together Awards recognise 3Mers who go above and beyond in areas such as ‘safety first’, ‘Lean improvements’, ‘helping others’ and being an ‘agent of change’.

In 2022, more than 40 employees from Sweden, Norway, Denmark, Finland and the Baltic countries nominated for awards across the categories. Eleven winners were chosen from these, representing all four Nordic countries.

Two of these winning entries had a sustainability focus.

Henrik Axelsson from the Gagnef plant in Sweden won a Lean Machine Award for his work researching and implementing a Green Belt Lean Six Sigma project that not only reduced waste, but saved money for 3M and supported the company’s environmental principles.

Instead of using full-specification production material for quality checks, he developed a process to use design waste for quality control. This has made it easier for the team to detect defects, reduced the time spent on quality checks and reduced waste as well as creating annual savings for 3M.

Anna Norberg also received a Lean Machine Award for her efforts to reduce waste and increase yield in the plastic moulding department at the Gagnef plant.

Since Anna took over as head adjuster for plastic moulds, yield on cassettes has increased from 90.9 percent to 97.2 percent and from 92.7 percent to 98.5 percent on protection plates.

It is impossible to achieve 100 percent yield in this process as there is always a certain amount of scrap material before mould/gate filling is completed, so Anna has achieved as close to perfection as it can get.

All the NER Together Award winners were recognised at a special online celebration event held in December that was attended by senior leaders.

### Work Your Way and flexibility

COVID-19 forever changed the way we work. It taught us that we can and need to reimagine how 3M operates. We learned that a more flexible way of working is essential for 3M’s continued growth and employee well-being. The result was Work Your Way, a trust-based work model that drives well-being and productivity in ways that enable our business and performance goals.

For **non-production employees**, Work Your Way offers three broad options (depending on local laws, regulations, work agreements, or other local conditions): mainly on-site, hybrid, or remote (near or distant). This approach also empowers employees to structure their day in a way that balances maximum productivity with personal preferences. Allowing 3M’s workforce to make choices that benefit them, their work, their global team members and their friends and family makes 3M more competitive and agile.



**“Launching Work Your Way has created an opportunity for employees to choose their preferred way of working, fostering individual well-being, inclusion and collaboration across geography.**

**I’m happy to see how employees across all Nordic countries have tapped into our Work Your Way programme after our launch in 2022 and made their individual choice aligned to personal and business need.”**

– Lone Laurberg,  
HR Ops. Leader Denmark and Norway



# Human rights

## Our commitment

Respect for human rights is deeply ingrained in 3M's culture. Within our own business, our approach to managing and assuring human rights is guided by the 3M Code of Conduct, which recognises the right of 3M workers to a respectful work environment. We also expect our suppliers to share our commitment to complying with labour and human resource laws and upholding the human rights of workers.

## Our impact

We continue to implement our human rights programme through our global policies, management system, assessments, audits, training and metrics tracking. Our audit process provides us with a global perspective of our sites and supply chain.

Our **Human Rights Policy** applies to all 3M employees, contingent and contract workers, candidates for hire at 3M, anyone doing business with or on behalf of 3M and others acting on 3M's behalf.

In our view, human rights due diligence requires a holistic approach. We assess our own business as well as those acting on our behalf – in supply roles, government relationships, acquisitions, mergers and divestitures – to identify salient human rights issues relevant to our business. These evaluations are integrated into other assessment and management processes and are based on material issues regardless of where they're identified within the value chain.

### Potential salient risks and prevention plans

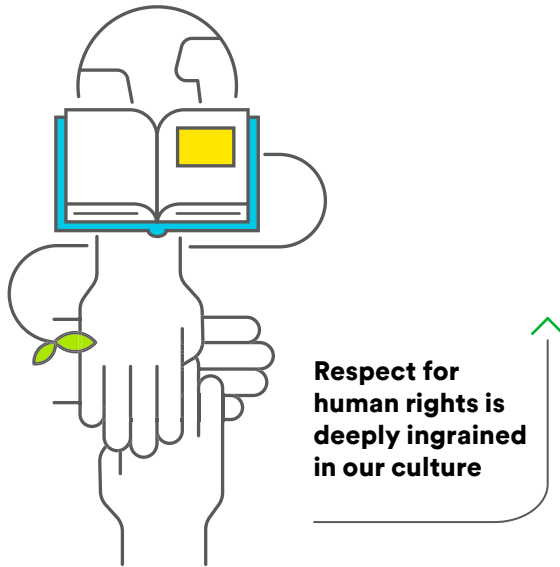
We've proactively developed plans to prevent potential salient human rights risks:

Segment	Potential salient risk <sup>1</sup>	Prevention plan
3M employees and non-employees	Not adhering to all applicable laws, rules and regulations	Prioritise and address enacted external employment labor law regulations
	Nonconformance with the <b>3M Code of Conduct</b>	See the <b>Corporate Code of Conduct</b> section
	Unsafe working conditions, mistreatment of workers	See <b>Workplace Environmental, Health, and Safety Principle</b>
Suppliers	Nonconformance with <b>3M Supplier Responsibility Code</b> expectations	See the <b>Suppliers</b> section

<sup>1</sup> Risks as per our Human Rights Policy (safe and healthy workplace, respectful work environment, workplace security, work hours and wages, freedom of association, child labor, forced labor, human trafficking, or recruitment fees to obtain employment) and our Corporate Code of Conduct.



**Showing strong support for human rights externally and internally, 3M continues to support several external and internal human rights charters.**



## A respectful work environment

We strive for a work environment where people treat each other with respect and conduct business activities in a way that protects health, safety and the environment. See 3M's **Respectful Work Environment Principle**.

To support this, we offer a comprehensive suite of employee benefits, including options for employees to work remotely and flexibly.

## Modern slavery

Modern slavery encompasses several human rights issues including forced labour, bonded labour, child labour, human trafficking and slavery-like practices. Our stance against these practices is robust.

Our **Modern Slavery Statement**, the **3M Supplier Responsibility Code** and our labour, employment and business conduct policies all reflect our commitment to acting ethically and with integrity in our business relationships and to implementing systems and controls so these practices do not occur within our organisation or supply chains.

In 2023, we'll continue to empower our employees to raise human rights concerns in a way that is comfortable to them. For our suppliers and other third parties we work with, we'll strengthen our human rights training courses to help improve their understanding of our expectations.

Through our 2022 materiality assessment we analysed the insights and inputs from stakeholders and developed our Sustainability Priority Matrix. The matrix shows our priority, actions, goals and commitments one being Health and Safety of employees and contractors human rights and labour practices in the supply chain:

Priority topic and tier	Our actions	Additional information	Goals and commitments
<b>1</b> Health and safety of employees and contractors  <b>2</b> Human rights and labor practices in the supply chain  <b>2</b> Responsible sourcing and supplier sustainability  <b>3</b> Supplier diversity	<p>3M's approach to managing and assuring human rights, workplace safety and well-being within our workplace and supply chain is derived from the 3M Code of Conduct. We implement these programs through our global policies, management system, assessments, audits, training and metrics tracking.</p> <p>At 3M, we set a high bar for environmental and social governance and we expect the same from our suppliers. We expect our suppliers to be transparent about their social practices including labor, health, safety, environmental, ethics and management systems; provide improvement ideas; and work with us to transform our shared value chain as stated in our Supplier Responsibility Code.</p>	<p><b><u>Environmental, health, and safety management</u></b></p> <p><b><u>Human rights</u></b></p> <p><b><u>Suppliers</u></b></p> <p><b><u>3M's Code of Conduct</u></b></p> <p><b><u>Responsible Minerals</u></b></p> <p><b><u>Supplier Responsibility Code</u></b></p> <p><b><u>Supplier Diversity</u></b></p> <p><b><u>Sustainable Forestry</u></b></p> <p><b><u>3M named as one of the World's Most Ethical Companies by Ethisphere Institute for 10th consecutive year</u></b></p>	<p>Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance by 2025.</p> <p>Provide training to 5 million people globally on worker and patient safety by 2025.</p>



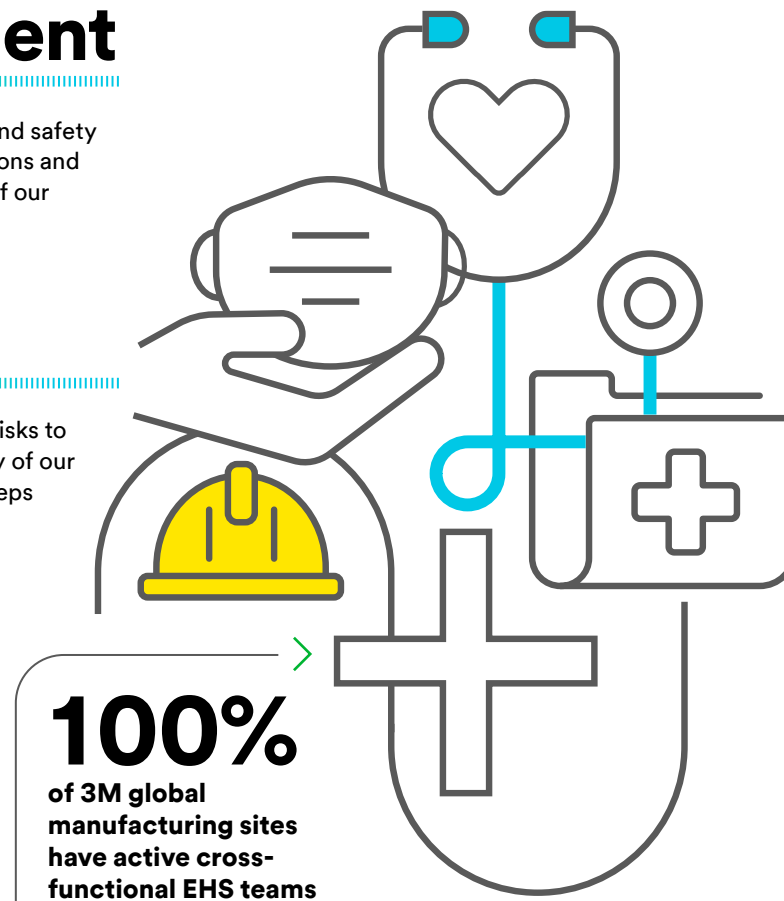
# Environmental, health and safety **management**

## Our **commitment**

We're committed to environmental, health and safety (EHS) improvements throughout our operations and products. Our highest priority is the safety of our employees and the public.

## Our **impact**

In 2022, we continued to identify potential risks to the environment and to the health and safety of our employees and communities and we took steps to update processes, product design and standards to address these risks.



## 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.

## Global EHS team

3M's global EHS team sits within our global Environmental, Health and Safety and Product Stewardship (EHS&PS) organisation, which aligns the protection of our employees, our communities, and our customers.

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.



## 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.

In 2022, 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 auditors.

In 2022, we continued to identify potential risks to the health and safety of our employees and we took steps to update processes, product design and standards to address these risks.



### Visiting experts share safety tips

Two employee EHS training days with external experts were held during 2022 in Västervik with first aid training, use of new fire extinguishers and waste and recycling on the agenda. In Värnamo a similar training was focused mainly on first aid.

## Applying ISO 14001



**Gagnef, Värnamo and Västervik are all ISO 14001 and 9001-certified.**

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 66,9% of transfer value of shipments (TVOS) or the total value of all shipped unfinished and finished goods.

## 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.

## 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.

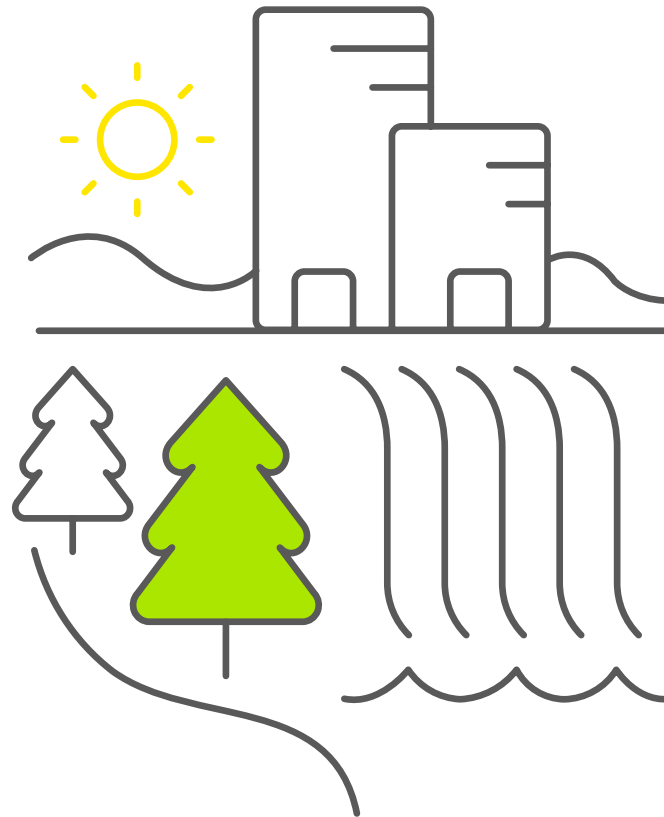
In the North Europe Region, our Incident Management Team implements the global preparedness plans, governed by our global Corporate Crisis Action Team.

## 3M to exit PFAS manufacturing by end of 2025

People worldwide depend on everyday products that are made by many companies, including 3M, using PFAS (sometimes also called fluorochemicals). These substances are critical to multiple industries – including the cars we drive, planes we fly, computers and smartphones we use to stay connected and more.

PFAS are used in everyday applications to promote durability, water resistance and many other qualities. They are found in many important parts of modern life, including:

- **Automobiles**, including electric and conventional vehicles, to help protect fuel lines, seals, and batteries
- **Aerospace**, to help allow for interference-free communication from the cockpit to the wings, tail and other equipment
- **Advanced communications networks**, including Wi-Fi and cellular data networks
- **Consumer goods**, including nonstick cookware, food packaging, cosmetics and clothing
- **Electronics**, such as semiconductors and batteries, which are vital for everything from smartphones and wearable fitness trackers to national security technologies
- **Medical technologies and devices**, like catheters, stents and needles, as well as transdermal patches that are used for medicine delivery
- **Medicines and pharmaceuticals**, including life-saving therapeutics that treat COVID-19, as well as common prescription medicines that treat conditions like anxiety or depression
- **Sustainable and renewable energy**, including solar panels, windmills and fuel cells



3M's products, including those containing PFAS, are safe and effective for their intended uses in everyday life.

On December 20, 2022, 3M announced it would:

- **Exit all PFAS manufacturing by the end of 2025:** 3M will discontinue manufacturing all fluoropolymers, fluorinated fluids and PFAS-based additive products. We will help facilitate an orderly transition for customers. 3M intends to fulfill current contractual obligations during the transition period
- **Work to discontinue use of PFAS across our product portfolio by the end of 2025:** We have already reduced our use of PFAS over the past three years through ongoing research and development and will continue to innovate new solutions for customers

3M's decision is based on careful consideration and a thorough evaluation of the evolving external landscape, including multiple factors such as accelerating regulatory trends focused on reducing or eliminating the presence of PFAS in the environment and changing stakeholder expectations.

### How is 3M taking action today?

3M is committed to environmental sustainability at our sites that manufacture fluorochemistries today. While we plan to exit PFAS manufacturing, we remain committed to our planned investment of more than \$1 billion to achieve our corporate environmental goals, which include reducing our facilities' overall water use and improving the quality of water from our operations.



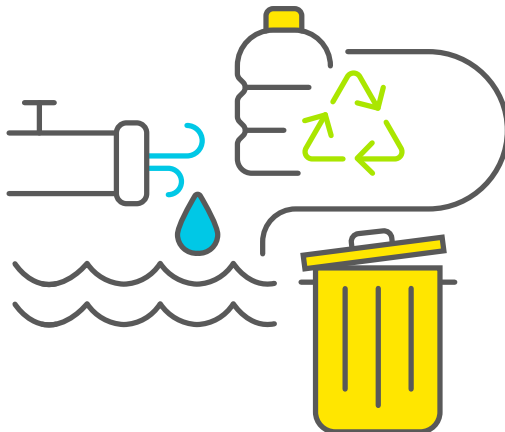
# Circular materials

## Our commitment

We're committed to advancing a global circular economy by designing solutions that do more with less material. We believe it's our responsibility to design circularity into 3M products and packaging while also enhancing the circularity of water, packaging and waste in our own operations.

## Our impact

We carefully manage waste and water, reducing where possible and reusing and recycling as alternative options. We continue to develop products and packaging that are reusable, renewable, recyclable, or made with more recycled material. We continually design with a focus on durability.



## Our sustainability goals

Reduce global water usage by the following amounts: 10% by 2022, 20% by 2025 and 25% by 2030, indexed to sales<sup>1</sup>

> **Reduced**  
**16.8%**

Reduce manufacturing waste by an additional 10%, indexed to sales, by 2025

> **Reduced**  
**0.58%**

Achieve zero landfill status at more than 30% of manufacturing sites by 2025

> **Achieved**  
**44.9%**

For 3M's global manufacturing operations, enhance the quality of water returned to the environment from industrial processes by 2030.<sup>2,3</sup>

Our initial focus is on implementing state-of-the-art water purification technology at the largest water use locations globally and having them fully operational by 2024.

> **Ahead of schedule in installing state-of-the-art filtration technologies**

<sup>1</sup> Expands our previous commitment, which aimed to reduce water use by 10% between 2015 and 2025. 2019 is the baseline measurement year.

<sup>2</sup> By improving the weighted average of priority constituents, including select metals, BOD, COD, cyanide compounds, fluoride, total nitrogen, oil and grease, PFAS, TDS, TSS, sulfate and others.

<sup>3</sup> Water used by manufacturing or industrial processes, including all water use not defined as domestic (sanitary, cafeteria, etc.).

## Packaging

3M's product diversity, markets and global multichannel distribution systems create a complex landscape that does not lend itself to a one-solution-fits-all approach for product packaging. Our Packaging Sustainability Roadmap takes into consideration the requirements and needs that are quickly evolving around the world and our responsibility to meet those needs.

Our roadmap's top priorities include:

- **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

## 3M Pollution Prevention Pays (3P)

An industry first, 3M's 3P programme, developed in 1975, is based on the belief that preventing pollution is more environmentally effective, more socially acceptable and more economical than treatment. In the last 47 years, the programme has prevented 2.88 million short tons of pollutants and saved over \$2.37 billion, based on aggregated data from the first year of each 3P project.

➤ Since 2007 Gagnef, Västervik and Värnamo prevented more than

**155** metric tons of pollutants.

## Reusable, renewable and recycled materials in our communities

Surplus material from one business may be the raw material for another. When we expand outside our own value chain, the opportunities can be endless. We continue our companywide strategy on reuse, reduction and internal recycling as well as collaboration with our own technical community, channel partners and civic and conservation leaders in our communities.

In 2022 two 3P projects were recognised with a global 3M Pollution Prevention Pays award. The two projects are focused on energy saving - 'Roof sun screening' and 'Replacing fluorescent lights with LED tubes'. See more in the [Värnamo Site Spotlight](#).



**An industry first, 3M's 3P programme, developed in 1975, is based on the belief that preventing pollution is more environmentally effective, more socially acceptable and more economical than treatment.**

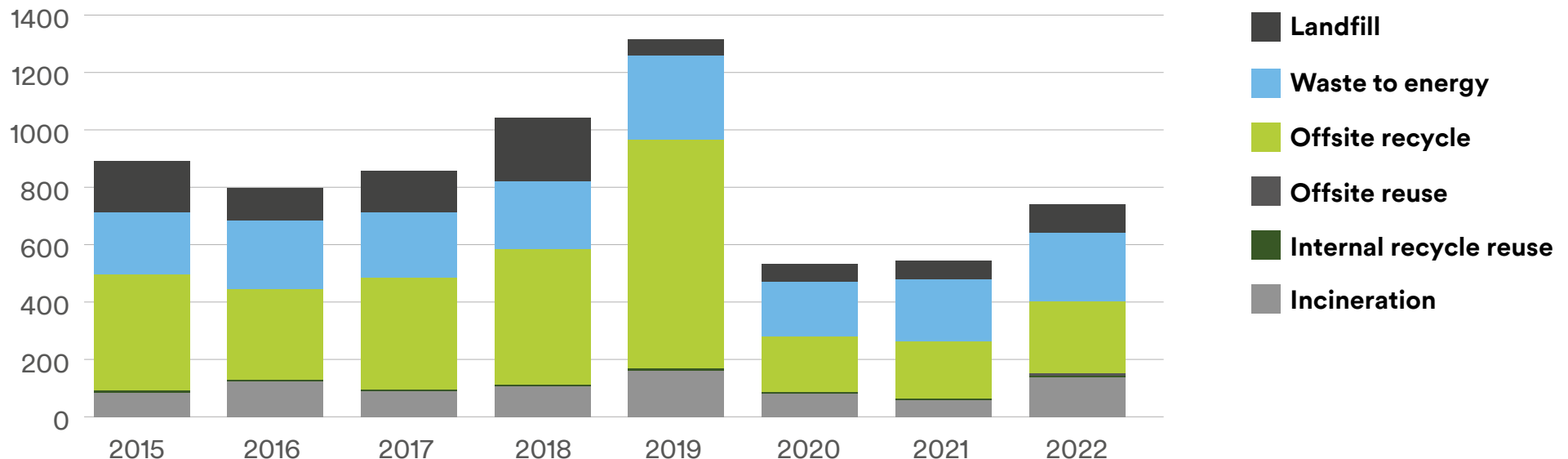
## Waste management

While reducing waste is the first choice for waste management, reusing, recycling and composting can also fuel the circular economy by getting more out of our materials and giving them another life. As our sites identify opportunities to divert material streams, such as by reusing byproducts in our operations, we continue to carefully manage waste. Our contracts with our waste management vendors confirm that our material is handled appropriately.

Our 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. The standard sets a baseline for several core waste programme elements and encourages waste minimisation and recycling whenever possible.

### Waste usage: Gagnef, Värnamo and Västervik

Metric tons



Our goal is to reduce manufacturing waste by an additional 10% indexed to sales by 2025.

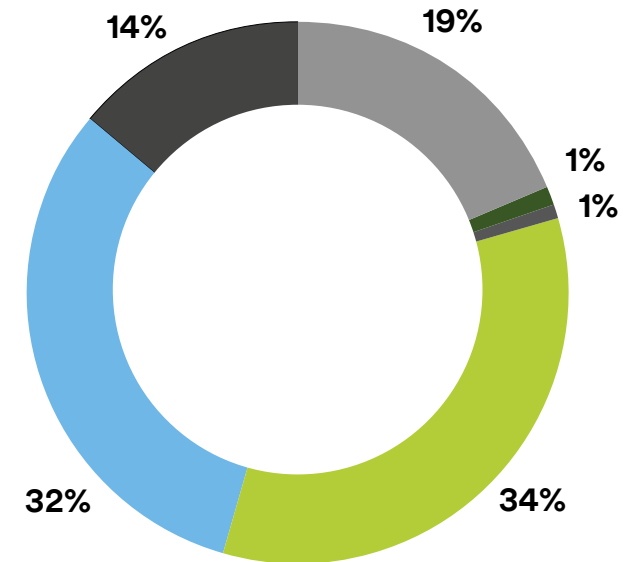
### Corporate results:

We reduced the amount of material sent for landfill and incineration by 0.58%, indexed to net sales and since 2005 we've decreased our waste, indexed to net sales, by 24.3%.

### Regional results:

The three Swedish sites reduced the amount of material sent for landfill and incineration by 9.8%.

### 2022 waste diversion by type: Gagnef, Värnamo and Västervik





## Water stewardship

Manufacturing relies on water as an important component and even sometimes as a raw material. However, current global use of this vital resource is straining ecosystems. At 3M, we strive to use technology and expertise to promote a future of ‘water circularity’ – a future where water stress is eliminated, resources are circulated and nature is regenerated.

Through collaboration and application of 3M technology, we’re improving the availability of water and enhancing water quality associated with our operations. We recognise that reducing water consumption and improving water quality in our operations are important elements of our environmental stewardship at a local level and we’re committed to applying our innovation and expertise to those ends.

Our goal is to reduce global water usage by the following amounts: 10% by 2022 and 25% by 2030, indexed to sale.

### Corporate results:

We are ahead of plan for our 2022 water usage goal, with more than a 10% reduction and we are ahead of schedule in installing state-of-the-art filtration technologies.

### Regional results:

Our water usage in the three Swedish sites decreased by 15,4% from 2015 to 2022 and 18,1% from 2019 to 2022.

**At the site in Värnamo closed-loop systems in the manufacturing processes keep water use to a minimum.**

### > Water usage decreased by

# 18.1%

in the three Swedish sites since 2019



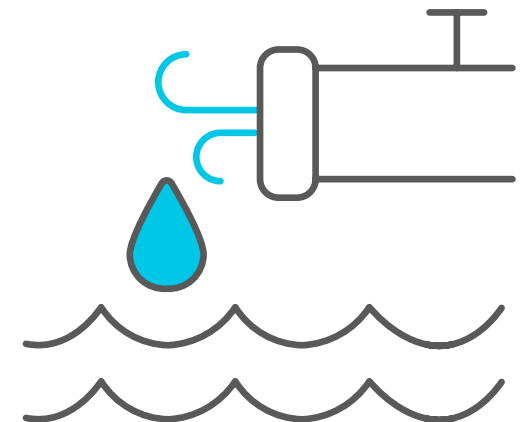
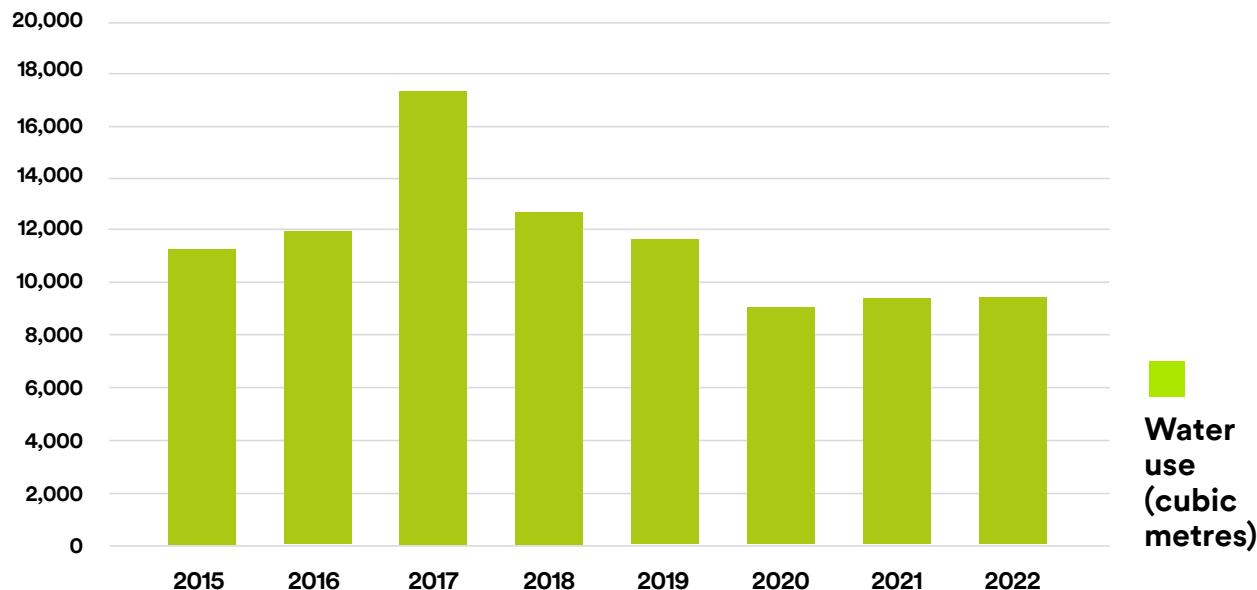
### > Water usage decreased by

# 4.8%

in the three Swedish sites since 2020



## Water usage: Gagnef, Värnamo and Västervik



# Climate and **energy**

## Our **commitment**

3M is committed to innovate to decarbonise industry, accelerate climate solutions and improve our environmental footprint. From the bottom to the top of our organisation, we're dedicated to following our related principles and policies and pursuing our related goals and risk-mitigation efforts.

## Our **impact**

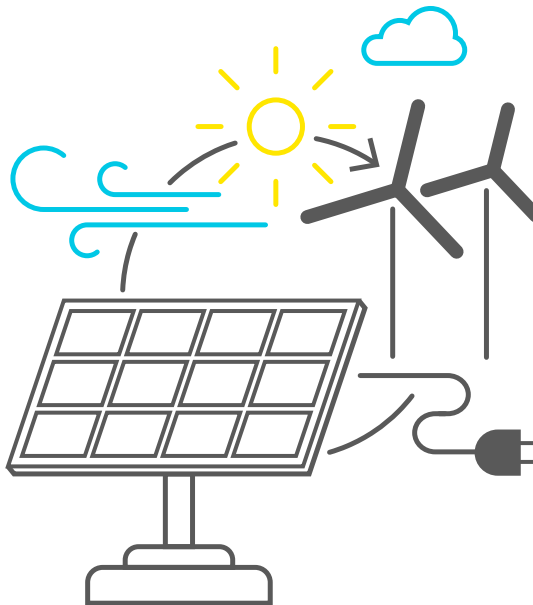
We take industry-leading actions to measure and reduce our greenhouse gas (GHG) emissions and we offer our customers a wide range of innovative products that help them improve energy efficiency and reduce their own GHG emissions. Our climate and energy experts regularly speak at industry conferences as we work collaboratively with governments and global partners to advance our impact in meeting this important global challenge.

Reduce Scope 1 and 2 market-based GHG emissions from our 2019 baseline by at least 50% by 2030, 80% by 2040 and achieve carbon neutrality in our operations by 2050<sup>1</sup>

➤ **Reduced by**

**37.8%**

## Our **sustainability goals**



Increase renewable energy to 50% of total electricity use by 2025 and to 100% by 2050

➤ **Increased to**  
**51.9%**

Improve energy efficiency, indexed to net sales, by 30% by 2025

➤ **Improved**  
**13.1%**

3M has long been a leader in addressing both challenges and opportunities presented by climate change and energy conservation. Both for our own operations and those of our customers, we continually support the development of technologies and products that help reduce emissions and combat the effects of climate change.

In November 2022, we had a robust presence at the United Nations Framework Convention on Climate Change (COP27), where we engaged with and learned from our peers, strengthened collaborations with government, non-profit and corporate partners and leaned into our four strategic focus areas:

- Responding with urgency
- Leadership and collaboration
- Progress through science and technology
- Action via solutions

Mitigating climate risks, that we've identified as severe weather and long-term climate trends, could affect 3M's operations and supply chain. To address this, we maintain a formal enterprise risk management analysis to review risk across the enterprise.

<sup>1</sup>2019 is the baseline measurement year. 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.

## Energy use

Our goal is to improve energy efficiency, indexed to net sales, by 30% by 2025.

### Corporate results:

As of 2022, 3M improved energy efficiency, indexed to net sales, by 13,1% toward a goal of 30% by 2025 compared to 2015.

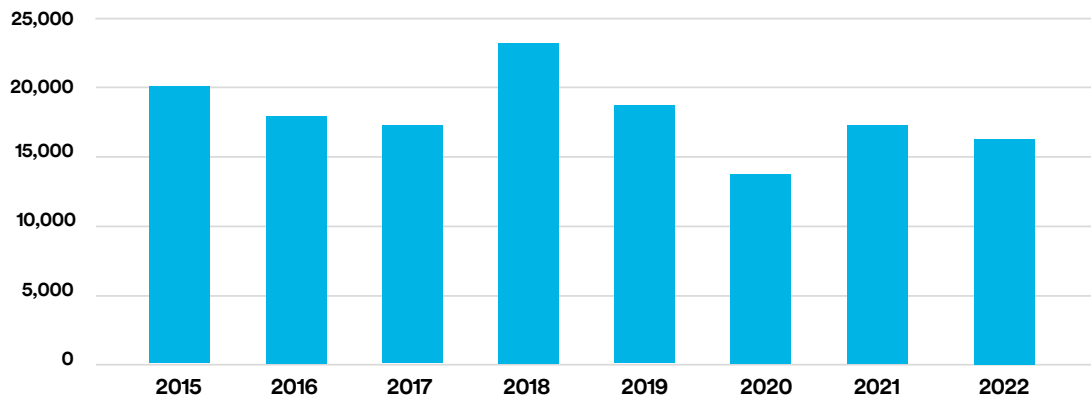
### Regional results:

In 2022, Gagnef, Värnamo and Västervik reduced their energy use by 16,3% from 2015.

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

➤ **Reduced by**  
**16.3%**

### Energy usage: Gagnef, Värnamo and Västervik



## Renewable energy sources

In 2019, we began converting our sites around the world to 100% renewable energy, starting with 3M's headquarters, a 409-acre campus housing 30 buildings and research labs in St. Paul, Minnesota. As of the end of 2022, we have 62 sites (30,000 square feet or larger) that are powered by 100% renewable electricity, comprising 51.9% of our electricity use.

Our goal is to increase renewable energy to 50% of total electricity use by 2025 and 100% by 2050.

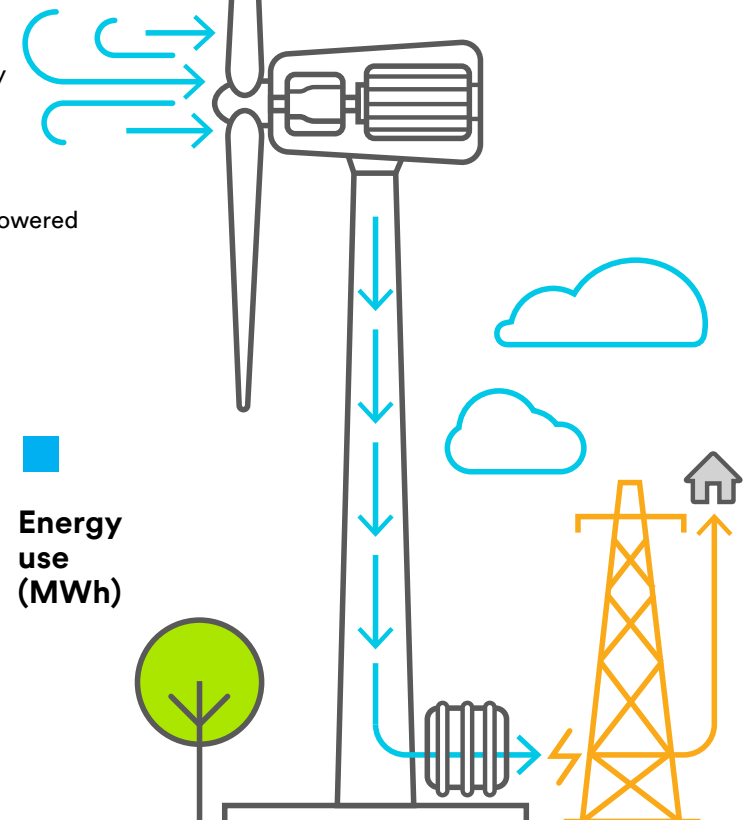
### Corporate results:

As of 2022, we increased renewable energy to 51,9% of total electricity use globally.

### Regional results:

All three Swedish manufacturing sites are powered by 100% renewable electricity since 2016.

All three manufacturing sites in Sweden are continuously striving to reduce the energy usage. In 2022, two energy saving projects in Värnamo were recognised with a global 3M Pollution Prevention Pays (3P) award, a programme recognised around the world for its innovative approach to environmental management by tackling pollution and waste at source. The projects are linked to 'Roof sun screening' and 'Replacing fluorescent lights with LED tubes'.





## GHG emissions calculations for 2021 and 2022 in Sweden

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.

### Direct (Scope 1) and indirect (Scope 2) GHG emissions

3M has reduced Scope 1 GHG emissions by 85.6% since 2002, providing a direct and immediate reduction of our carbon emissions. During this same time frame, we achieved a 78.8% reduction in absolute Scope 1 and 2 location-based GHG emissions.

In 2015, we set a goal to have our Scope 1 and Scope 2 GHG emissions be at least 50% below our 2002 baseline by 2025. In 2021 we updated this goal to achieve 100% carbon neutrality in our operations by 2050, with interim targets of 50% reduction by 2030 and 80% reduction by 2040 from a 2019 baseline.

### Corporate results:

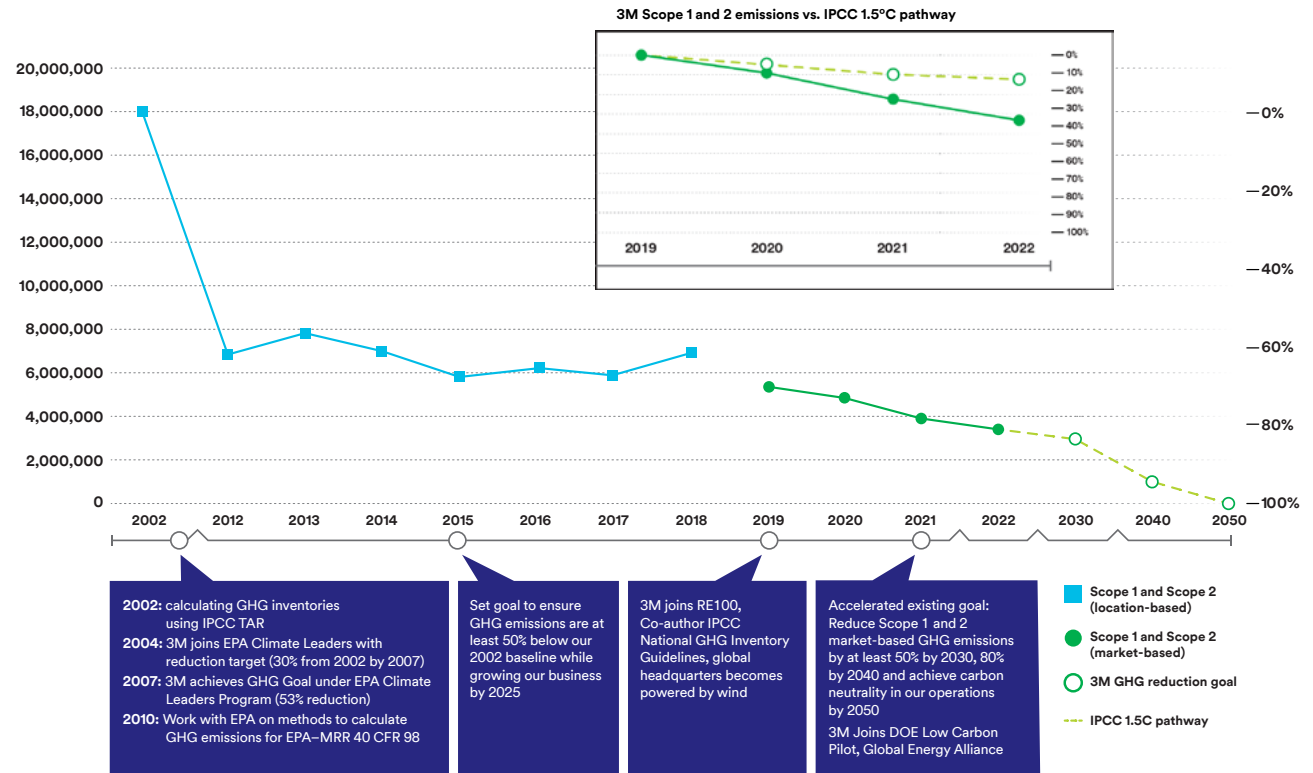
In 2022, we reduced our Scope 1 and Scope 2 market-based emissions by 37.8% from a 2019 baseline. Since 2002, we achieved a 78.8% reduction in Scope 1 and Scope 2 location-based emissions.

### Regional results:

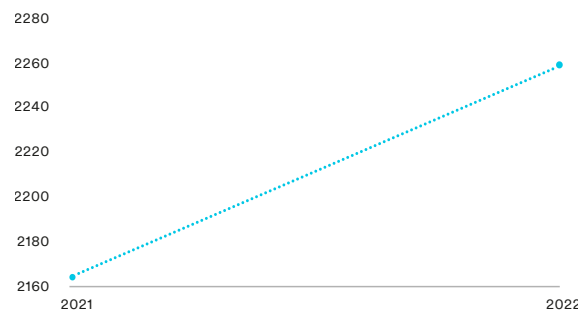
The sites in Sweden<sup>1</sup> have increased their Scope 1 GHG emissions by 8% since 2021. During this timeframe, we experienced an increase in our total electricity use of 8.6%. We look forward to calculating our 2019 baseline and continue reporting on our GHG emissions.

<sup>1</sup>Emissions are for all Swedish sites but Gagnef, Värnamo and Västervik make up approximately 98% of Scope 1 and 2 emissions.

## Scope 1 and 2 total (metric tons CO<sub>2</sub>e)

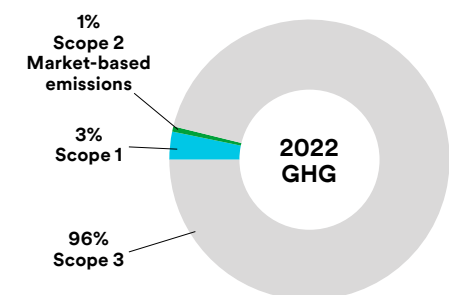


## Scope 1 and 2 total, GHG emissions for Sweden manufacturing sites (metric tons CO<sub>2</sub>e equivalent).



## 2022 GHG emissions for Swedish sites<sup>1</sup>

Scope 3 does not include category 10, 11 and 12



# Suppliers

## Our commitment

3M expects our suppliers to hold the same bar we set for ourselves around environmental and social governance, including for employment, diversity, community-building and risk mitigation. We expect our suppliers to be transparent about their related practices and to work with us to transform our shared value chain. We're committed to responsible sourcing and the conservation of natural resources and we recognise our responsibility to source from suppliers that share those values.

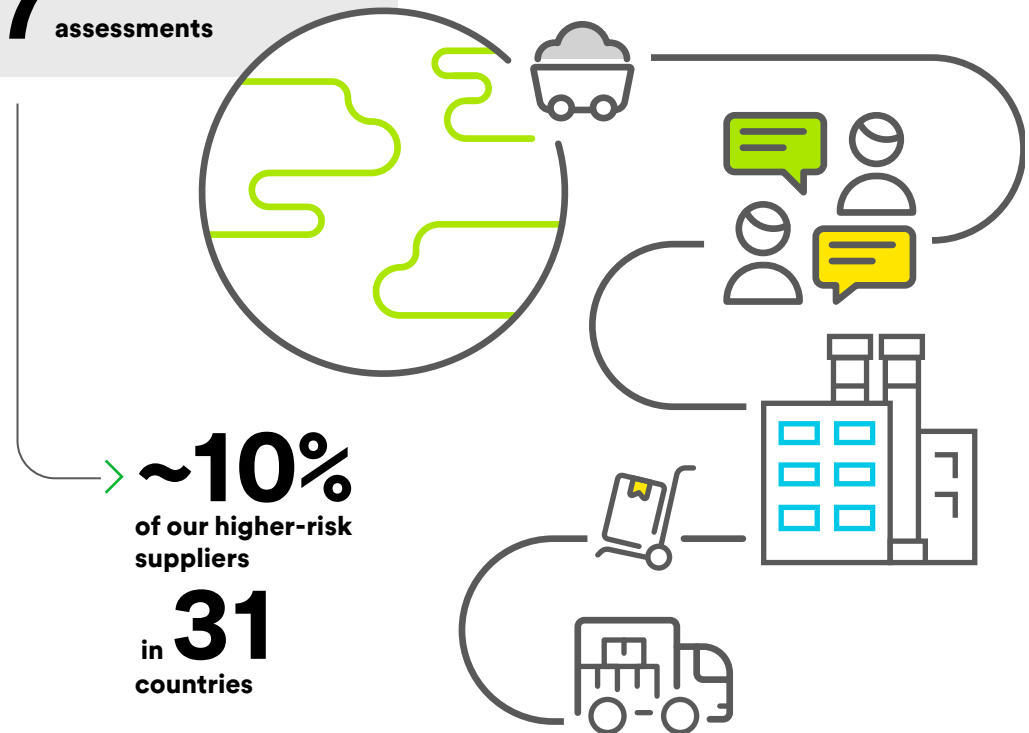
## Our impact

We understand that our sustainability impact extends beyond our own operations. We participate in a complex global supply chain, purchasing raw materials, products and services from companies all over the world. And our suppliers have their own suppliers. Through our policies, processes and programmes, we continually work with suppliers to minimise negative effects on the community, environment and natural resources while protecting the health and safety of workers and the public.

## Our sustainability goal

Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance by 2025

➤ Completed over  
**457** assessments





## Supporting sustainable forest management in Finland

In 2022, 3M once again partnered with wood fibre processing companies Metsä Fibre and Ahlstrom to carry out research into sustainable forestry practices in Finland.

With the help of Earthworm Foundation, the three companies are continuing their in-the-field research to further develop their operations in responsible wood fibre sourcing. For the latest collaboration, the partnership concentrated on the Kainuu region of Finland, where research was carried out into current forestry practices and future practices linked to the Kemi Mill expansion in the area.

The partnership, which started in 2019, has mainly focused on responsible wood fibre sourcing in the value chain from forests to end products.

Finnish forests include a number of areas that are important for biodiversity and are also a source of livelihood for local residents, as well as community wellbeing.

As part of the latest research, Earthworm carried out interviews with a range of different stakeholders to understand possible issues and development areas related to regional forestry practices. Based on the results, the partners will determine, with relevant stakeholders, what steps, if any, can be taken towards achieving a more sustainable balance between different forest values.

Paper is an important commodity for 3M as it is used in a number of products, from Post-it® Notes to liners for tapes, as well as in packaging.

Geertje Pollaris, Responsible Sourcing leader for 3M EMEA, said: “To balance this with our commitment to conserve natural resources and support a sustainable environment, we aim to only work with paper suppliers who share our goals and follow 3M’s **Forest Products Sourcing Policy**.

“The learnings gathered from collaborative forest visits like this help us to further develop this policy, in areas such as respecting the rights of indigenous people living in the forest, preserving High Conservation Value forest and protecting biodiversity.

“We understand that our impact, as we improve our business, our planet and every life, can be far greater when we collaborate with our suppliers, customers and communities. This is the continued story of our promise to help solve the world’s greatest challenges.”





## Due Diligence Management System

3M follows the Organisation for Economic Co-operation and Development (OECD) Due Diligence framework for all our responsible sourcing activities. Our Due Diligence Management System guides our improvement efforts:



### Values

Establish strong policies and management systems



### Transparency

Identify and assess risks in the supply chain



### Transformation

Design and implement a strategy to respond to identified risks



### Verification

Audit supply chain due diligence



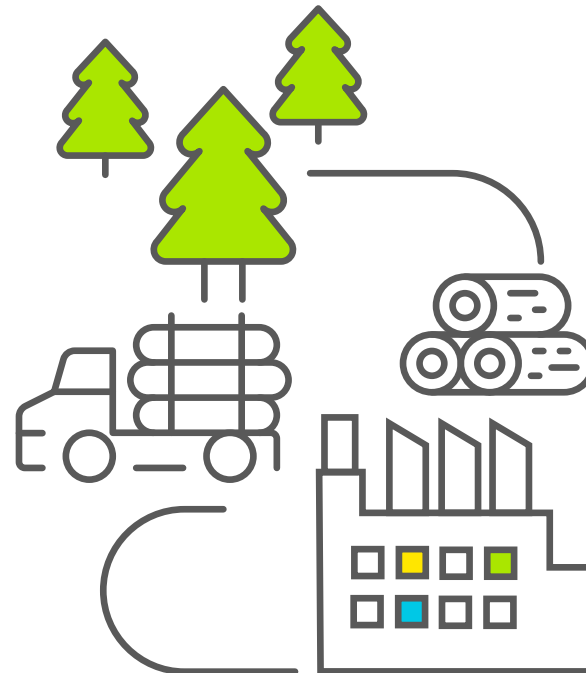
### Report

Report on supply chain due diligence activities

## 3M Supplier Responsibility Code

Our Supplier Responsibility Code (SRC), available in 15 languages, establishes our expectations for suppliers anywhere in the world and for any supplied material or service. The SRC is based on our corporate values for sustainable and responsible operations and aligns with the Ten Principles of the United Nations Global Compact, which we participate in. The SRC is also consistent with the Responsible Business Alliance (RBA) Code of Conduct 7.0, effective January 2022.

We created an SRC guidance document and made it available on the **3M Supplier Direct website**. **3M's Business Partners website** also provides training materials for suppliers to expand their knowledge on topics such as Ethical Business Conduct, 3M Code of Conduct Acknowledgement and Human Trafficking Prevention.



## Forest product sourcing

3M prioritises timber-based forest products for additional formal expectations because of potential risks around deforestation and habitat loss, indigenous peoples' rights and unsafe labour practices. As a global paper purchaser and sustainability leader, we can positively influence practices throughout the forest products supply chain. We developed our Pulp and Paper Sourcing Policy in 2015 to set standards of excellence for our suppliers through all tiers of supply and in 2022 we expanded its scope and renamed it the **3M Forest Products Sourcing Policy**.

**We expect all forest products from our suppliers to contain materials that are legally harvested, sourced, transported and exported from their country of origin.**

To support our policy, we partner with Earthworm Foundation, which innovates in the areas of forest protection and restoration. It aims to directly address the underlying challenges impacting forest and community health that aren't being resolved through compliance and forestry certifications alone.



# What we create

|||||

Innovation management 44

Customer-inspired innovation 47



# Innovation management

## Our **commitment**

3M uses and combines our technologies in unique ways across the company, creating new products and new lines of business. As we do this, we strive to ensure all 3M products entering the new product commercialisation process have a Sustainability Value Commitment that demonstrates how the product drives impact for the greater good.

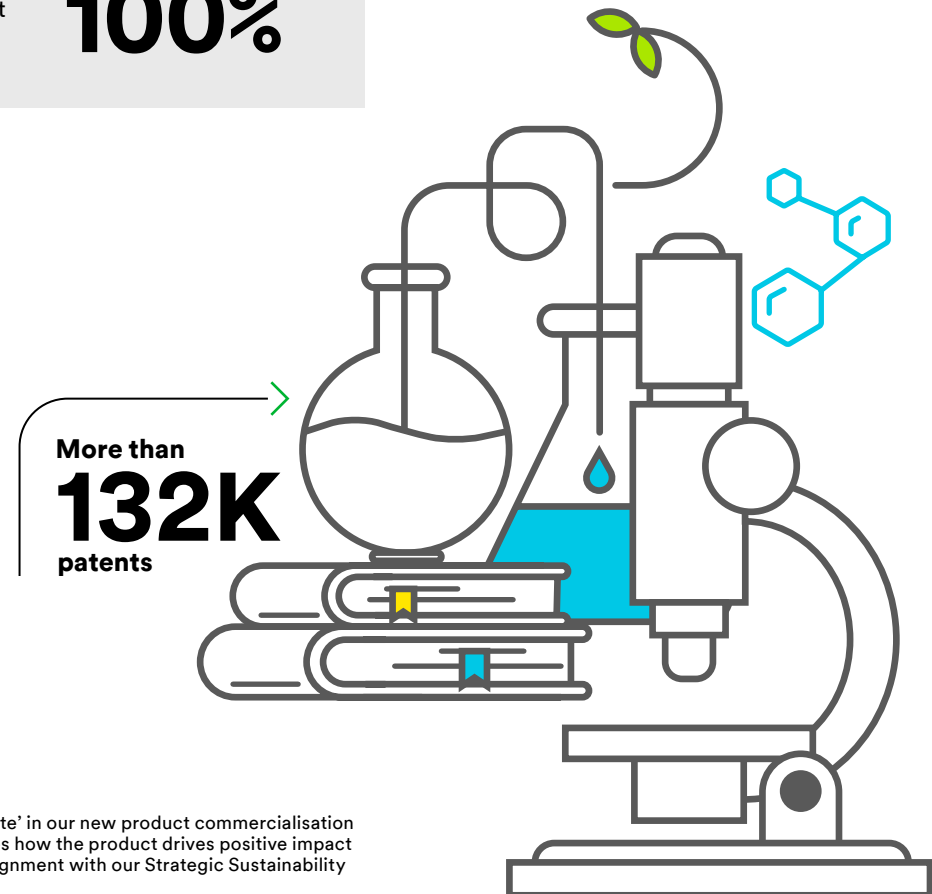
## Our **impact**

3M science drives our business forward. As we advance, we leverage our Technology Platform of Sustainable Design, which features our capability to weave sustainability into the design of our products, processes and packaging. Ultimately, we deliver science-based solutions and innovative growth platforms that help move us, our customers and the world toward a more sustainable future.

## Our **sustainability goal**

Require a Sustainability Value Commitment (SVC) for every new product<sup>1</sup>

➤ **Achieved**  
**100%**



<sup>1</sup>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.



The challenges we must tackle for a sustainable future are daunting. They are broad. They are interrelated. And they are solvable – with the help of science. At 3M, we’re applying our passion for science and collaborating across the enterprise to find innovative solutions that help us reimagine what’s possible.

## A culture of innovation

Innovation is built into our foundation – founder William L. McKnight’s McKnight Principles set the course for the company’s unique 15% Culture, which allows employees to spend 15% of their time on projects they choose. For over six decades, this has inspired creativity, risk-taking and collaboration.

Our 15% Culture encourages innovation to flourish through uncommon connections as our scientists make interesting links among our many technologies. Indeed, our 51 Technology Platforms are shared and combined across businesses to invent products for a variety of industries.

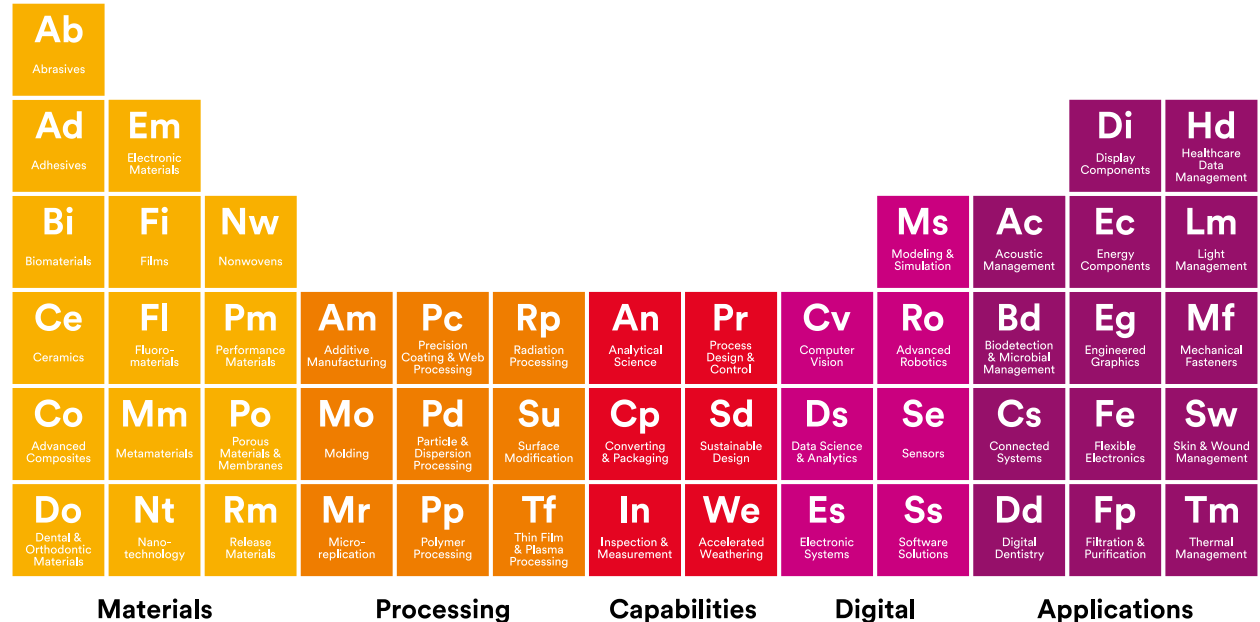


**We collaborate with each other across businesses, across technologies and across oceans and continents.**

## Research & development

We continue to invest in scientific research and product development in collaboration with our customers. In 2022 we invested \$1.9 billion, or nearly 5.4% of our sales, into R&D. 3M has earned more than 132,000 patents over the years, a testament to the strength of our innovation engine. Over the past five years, 3M has earned an average of close to 3,500 patents per year. And a quarter of our intellectual property sits in manufacturing – giving us a competitive advantage across all of our businesses.

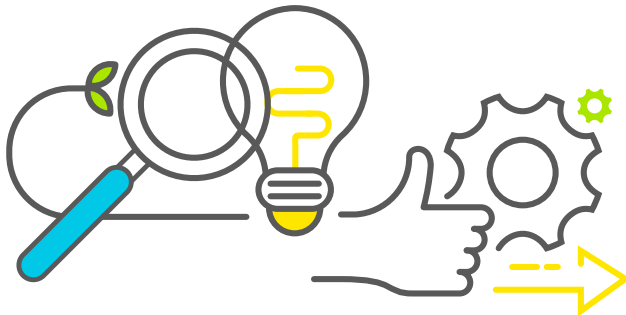
## 3M Technology Platforms



## Our technology and product frameworks

We develop new-to-the-world processes primarily in 3M's Corporate Research Lab. The development is captured in our New Technology Introduction (NTI) framework:

- **Explore** – Identify the business opportunity
- **Qualify** – Identify differentiated product concepts to meet customer needs
- **Deploy** – Develop the technical solution



At each stage of our NTI framework, sustainability is a key deliverable. We evaluate the new technology's potential impact through the lens of raw materials, water, energy and climate and health and safety.

Meanwhile, our New Product Introduction (NPI) process provides the robust framework to develop products from idea to launch. A key deliverable of NPI is the Sustainability Value Commitment for each new product.

## Our product innovation takes the long view

At 3M, we believe it's our responsibility to create products with demonstrated environmental performance across their entire life cycle, including product reuse and repurposing. We work with our suppliers and business partners to support these same objectives in their operations.

### Life cycle management

Life cycle management (LCM) is our approach to assuring that environmental, health, safety and associated regulatory considerations are integrated into all 3M products through our NPI process.

During NPI, our business teams provide LCM deliverables including, at a minimum:

- EHS evaluation of raw material composition and product characteristics
- Assessments in human health and environmental toxicology (including potential for persistence or bioaccumulation), electrical and mechanical safety and other disciplines as appropriate
- Conformance to regulatory and customer EHS requirements
- Hazard communication documents

## Our product stewardship framework

The 3M product stewardship framework incorporates a robust life cycle approach to identify risk, assure compliance and manage the EHS profile of every product. Product safety, quality and stewardship must always be primary considerations during the design, manufacturing, marketing and sale of 3M products, as outlined in our **Product Safety, Quality and Stewardship Principle**.

3M employees must know and follow all applicable laws, regulations and 3M policies, standards and procedures and must report and respond to concerns. 3M management is responsible for addressing any reported concerns. Our chemical segment is verified to the Global Responsible Care principles by third-party audit.

# Customer-inspired innovation

## Our commitment

We relentlessly innovate and adapt our technologies to help solve the problems of today and tomorrow while driving sustainable growth for 3M. Whether it's technology, manufacturing, global capabilities, or our brand, we're committed to connecting our fundamental strengths to create value for our customers.

## Our impact

We invested \$1.9 billion, or nearly 5.4% of our sales, into R&D. And we continue to serve our customers through a wide range of innovative products that help them improve energy efficiency and reduce their greenhouse gas (GHG) emissions.

## Our sustainability goals

Help our customers reduce their GHGs by 250 million metric tons of CO<sub>2</sub> equivalent emissions through the use of 3M products by 2025

> **Reduced**  
**121M**  
metric tons

Provide training to 5 million people globally on worker and patient safety by 2025

> **Increased to**  
**4.91M**  
training instances

Our most successful products are infused with customer insights.





As we engage with our customers and delve into their processes, problems and promises to their own customers, we bring our technology to them, along with a deep domain of expertise. As we work side by side, we not only meet our customers' expressed needs – we're often able to identify and address unarticulated needs.

## Achieving our – and our customers' – goals

As we set and expand goals for reducing our own and our customers' GHG emissions, reducing our dependence on fossil-based plastic and reducing our global water usage, our customers see impacts in their own goals.

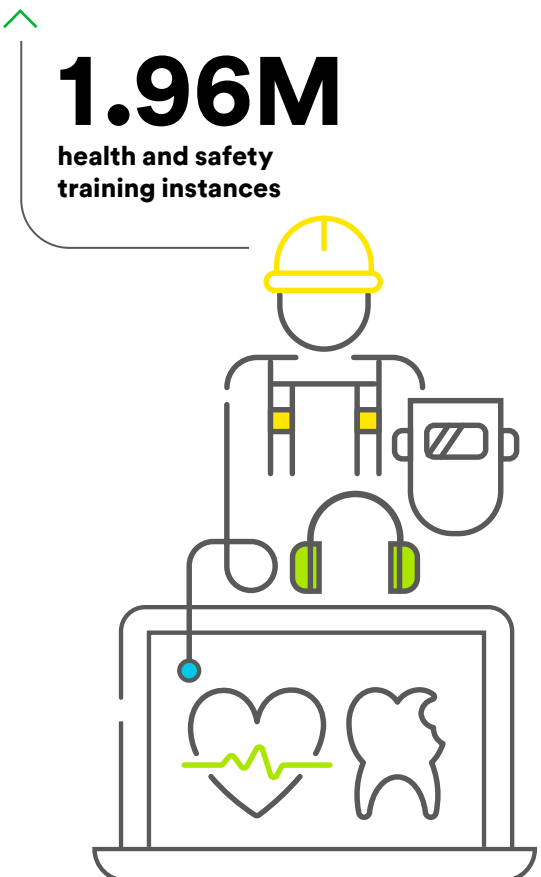
### Reducing customer GHG emissions

While 3M has significantly reduced GHG emissions across our global operations, we can make a bigger impact by helping our customers reduce their GHG emissions through the use of our products. In 2015, we introduced our goal of helping our customers reduce their GHGs by 250 million tons of CO<sub>2</sub> equivalent emissions through the use of 3M products by 2025. 3M has a process for developing reasonable estimates of emissions avoided by using select 3M products.

In 2022 alone, we estimate that our customers avoided emitting 20.6 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 121 million metric tons of CO<sub>2</sub> equivalent emissions for our customers. This estimation covers only a portion of our product portfolio.

## Innovation from customer insights

We develop relationships with our customers by demonstrating value and our scientists work directly with customers to solve their unique challenges. Our most successful products are infused with customer insights throughout the entire product development process. See 3M products that have resulted from successful customer relationships in our [Global Impact Highlights brochure](#).



## Educating customers for health and safety

3M delivers added value to our customers through comprehensive training and education for many industries and markets, including health care and personal safety. We aim to equip our customers not only with needed products but with knowledge on best practices and effective application. This is in line with our efforts to advance the UN Sustainable Development Goals (SDGs) focused on health care, worker safety and economic growth.

In Health Care through our [3M™ Health Care Academy](#) and Personal Safety Division **provides relevant training** on workplace safety hazards and health risks; personal protective equipment (PPE) and the proper use and maintenance of 3M products.

In 2022, the total number of health and safety training instances was 1.96 million. Training instances are measured as the number of completions per course per year and include webinars, our e-learning platforms and in-classroom events.



# Site spotlights

Gagnef	50
Värnamo	52
Västervik	54





# Gagnef

3M's Gagnef plant makes market-leading and award-winning 3M™ Speedglas™ welding helmets used by a wide range of industries. The 5,500 square metre site employs 150 people, led by plant manager Tomas Mattsson and is located in central Sweden.

Innovation is at the heart of operations at 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.

Employees at the site are also committed to optimising engineering and manufacturing processes to reduce waste as well as water and energy consumption. 3Mers working in engineering and maintenance are actively encouraged to come up with ideas for further optimising processes as they are the ones working on the front line.

## Using lasers to reduce emissions and save resources

Project engineer, Gustav Ek, has developed a new production process using lasers instead of screen printing to etch glass welding shields that will eliminate the use of two tonnes of hydrochloric acid, ferric chloride and sodium hydroxide per year.

The new process, which will also reduce water and energy use and prevent waste, has now been fully qualified for use at the site and is being introduced in June 2023.

Previously, a traditional screen-printing process, followed by UV curing and chemical treatment, was used to create patterns on the welding shields and this energy intensive process generated 400kg of etching material that had to be disposed of every year.

The new process uses high-tech lasers operated by a robot to etch the glass instead.

Gustav says: “As well as preventing the use of two tonnes of hydrochloric acid, ferric chloride and sodium hydroxide per year, the new method will reduce total water use at the site by 10 percent. In addition, our energy use will be reduced to just 50 kw per year, from 55,000 kw and waste disposal will be eliminated completely.”

## Reducing plastic consumption

Sebastien Jacquier, a Manufacturing Technology manager at the plant, has introduced a new process for producing outer protection plates for welding helmets to reduce the amount of plastic incorporated in the design.

He explains: “The original manufacturing process for the transparent plate involved injection moulding and we have adapted this by introducing a hot runner design modification. This has eliminated a plastic cavity in the design of the plate, reducing material consumption.”

The new process is saving 2.2 tonnes of polycarbonate every year, reducing material waste and benefiting the environment.





## Safeguarding a water protected area

Additional water sprinklers have been installed across the plant to protect the manufacturing area and offices in the event of a fire. These are in addition to the legally required water sprinklers in place in some production and clean room areas.

This project involved installing a special tank outside the factory containing 400 cubic metres of water.

To ensure that the local environment will be protected from contamination produced as a result of manufacturing materials being burned, the team at the plant worked closely with the Gagnef Municipality on the installation of the new tank to collect the water discharged from the sprinklers.

Manufacturing Technology manager, Sebastien Jacquier, explains: “Gagnef is a water protected area, so we needed to make sure that no water would be wasted. We also needed a design that would create a natural pool to store any contaminated water in the event of a fire and prevent this from being released into the local environment.”

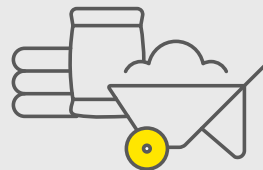
“Fortunately, there is a natural slope outside the building, so this made the pool easier to create. We worked closely with the Municipality at every stage of the project to ensure that we had full approval for the works.”

## A smarter way to detect compressed air leaks

The maintenance team has started using advanced new equipment to detect compressed air leaks on the factory floor. The detectors measure and analyse the air flow consumption of each machine to detect leaks early on.

This will result in leaks being repaired quickly, reducing energy use at the plant and CO<sub>2</sub> emissions.

### Circular



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

### Climate

#### ➤ Increased energy use

**31.1%**  
in Gagnef since 2015  
but with a small 0.02%  
decline from 2021.

#### ➤ Renewable energy

**100%**  
of total electricity use  
in Gagnef.

### Community

At Gagnef, the division of the total workforce is 64% men and 36% women; a similar split is reflected in management roles.

#### ➤ Female representation

**39%**  
in the management team  
and total workforce.



The site is accredited to ISO 14001 and ISO 9001 standards.

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



# Värnamo

3M's plant in Värnamo, in the south of Sweden, makes noise cancelling 3M™ PELTOR™ communication headsets for both military and industrial customers and is one of the largest employers in the area.

Under the leadership of plant manager, Tomas Mattsson, Värnamo employs around 300 people, who work mainly in manufacturing as well as office roles. The site also has a dedicated Research and Development facility where innovations, such as headsets compatible with digital two-way radio systems and Bluetooth®, are developed.

Testing is carried out on site in a state-of-the-art facility that replicates the noise conditions faced by customers, allowing engineers to develop and test products that work in the toughest environments.

## Reducing noise levels in the maintenance area

Employees working in noisy environments at the plant wear 3M™ PELTOR™ communication headsets to protect their hearing, while also enabling them to communicate clearly with colleagues. In addition, noise levels are reduced in the plant wherever possible.

A noise reduction project run by maintenance manager, Joakim Andersson, has reduced average noise levels in the maintenance area by 3,92 dBA, down from 74,76 dBA to 70,84 dBA.

This was achieved by installing special noise absorbing material close to the four milling machines that operate in the area.

## A culture of continuous environmental improvement

Värnamo runs on 100 percent renewable energy; no manufacturing waste is sent to landfill and closed-loop systems in the manufacturing processes keep water use to a minimum.

These achievements do not stop the Environmental, Health and Safety team striving for further

improvements. The team runs around 40 improvement and efficiency projects every year and these are recorded in 3M's global MOC (Management of Change) database.

In 2022, two energy saving projects at the plant were recognised with a global 3M Pollution Prevention Pays (3P) award, a programme recognised around the world for its innovative approach to environmental management by tackling pollution and waste at source.





## Roof sun screening to save energy

To reduce energy consumption in the Repair and Service area and make the working environment more comfortable for employees, five sun protection screens have been installed on windows in the roof.

This will limit the build-up of heat in the area and reduce the need for comfort cooling by 50 percent. It is estimated that this sun screening project will save 16,200 kwh of energy use per year, reducing CO<sub>2</sub> emissions.

## Replacing fluorescent lights with LED tubes

LED light tubes lower energy consumption by around 60 percent, compared to traditional fluorescent light tubes and they also last approximately six times longer.

For this reason, 108 fluorescent light tubes have been replaced with LED equivalents in the D warehouse at the Värnamo plant.

This project will reduce energy use by 19,200 kwh every year, also reducing CO<sub>2</sub> emissions.

In addition to energy saving initiatives at the plant, the Lean employee programme encourages all 3Mers to come up with ideas for production and maintenance related process improvement projects.

## First aid training

During 2022, an external health care company visited the plant to train employees in CPR (cardiopulmonary resuscitation), airway obstruction techniques and first aid. A total of 38 employees, from 12 different areas of the plant, completed the training.

As part of Värnamo's employee wellbeing programme, regular ergonomic assessments are made of workstations to ensure that these are optimised to improve comfort and prevent injuries. In addition, a nurse visits the site every week and is available for consultations.

### 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, 2021 and 2022.

### Climate

➤ **Reduced energy usage by**  
**19.5%**  
in Värnamo since 2015.

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

### Community

A strong gender diversity is seen at Värnamo, where gender diversity in the management team is 56 percent and female representation in the total workforce is 85 percent.

➤ **Female representation**  
**56%**  
in management team.



The site is accredited to ISO 14001 and ISO 9001 standards.

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

# Västervik

3M's Västervik site makes world-leading precision grinding wheels, using responsibly sourced minerals as well as materials, such as resins, that are sourced locally in Sweden.

The 44,000 square metre plant is located in south-eastern Sweden, 1km from the Baltic Sea. There are around 80 employees at the site, led by interim plant manager, Katharina Siska-Johansson and 30 of these work in production roles.

Västervik makes both hot grinding wheels for the global metalworking industry and cold pressed wheels for industries including automotive. Many of these, such as 3M™ Cubitron™ II abrasives, make manufacturing processes more efficient as they cut faster, last longer and offer the maximum material removal.

As well as creating efficiencies for customers, employees at the plant are actively encouraged to come up with ideas for further optimising processes and initiatives to improve the plant's sustainability profile.

## Reducing water consumption

A concerted effort to conserve water by all employees at the site as well as the introduction of a closed circuit water cooling system for heat pumps has led to a 54% reduction against the 2019 baseline.

Explains EHS leader for Västervik, Pontus Lind: "This has been achieved through a number of initiatives. As well as the new water cooling system – which replaces an old, inefficient system and only needs to be topped up when levels drop due to

vaporisation – our maintenance team works hard to detect any water leaks at the plant so they can be repaired immediately.

We also have regular crew meetings to discuss ways to reduce our water usage further. Showers are available on site, but these are now time limited to save water.

We are committed to reducing global water usage, so everyone at the plant is committed to doing their bit to help. It's a team effort."



## A solid safety record

The Västervik plant is proud to mark four years without a lost time accident.

Västervik is an old site and its production processes involve the use of heat, pressure and electricity, so health and safety is a special focus for the plant.

Through the EHS Cultural Acceleration programme, members of the leadership team coach production workers on the shop floor in all areas of health and safety. This also gives production workers the chance to raise any concerns they have with members of the management team.

## Visiting expert shares safety tips

Two employee EHS (Environmental Health and Safety) training days were held at Västervik during 2022.

The first, in June, focused on first aid training and also trained employees in the use of the new water-based fire extinguishers.

In December, a second session put the spotlight on waste and recycling. An external expert came in to speak to employees about the importance of recycling every fraction of waste material. Focus also included the importance of safe waste water disposal to prevent environmental impact.

## Recycling redundant metal

A project to recycle old metal parts no longer needed in the manufacturing process has reduced the amount of virgin metal in circulation and generated income for 3M.

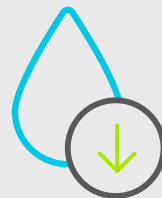
Says Västervik's EHS leader, Pontus Lind: "There is a lot of demand for scrap metal that can be recycled, so we had a clear out and sold items, such as old moulds, that we no longer needed to a specialist company.

"This will prevent 33 tonnes of new metal being produced, reducing CO<sub>2</sub> emissions and is a good income generator for the site."

A focus on reducing the use of plastic at the plant, for example in packaging, has had impressive results. In 2021, a total of 23 tonnes of plastic was used and in 2022 this was reduced to just nine tonnes.



### Circular



➤ **Reduced water usage by**  
**53.6%**  
in Västervik since 2019.

Four years without a lost-time accident in 2022.

### Climate

➤ **Reduced energy usage by**  
**21.5%**  
in Västervik since 2015.

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

### Community

At Västervik females make up just 16 percent of the workforce, due to the nature of the work which involves using heavy machinery. However more than half of the leadership roles at the site are held by women which is an increase of 20% compared to 2021.

➤ **Female representation**  
**60%**  
in management team.



The site is accredited to ISO 14001 and ISO 9001 standards.

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





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# About report, scope and boundaries

## Report schedule and period

**Current issue:** June 26, 2023

**Next issue:** June 2024

**Previous issue:** May 31, 2022

This report provides a summary of the activities carried out in the fiscal year 2022 (January 1 to December 31, 2022).

## 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

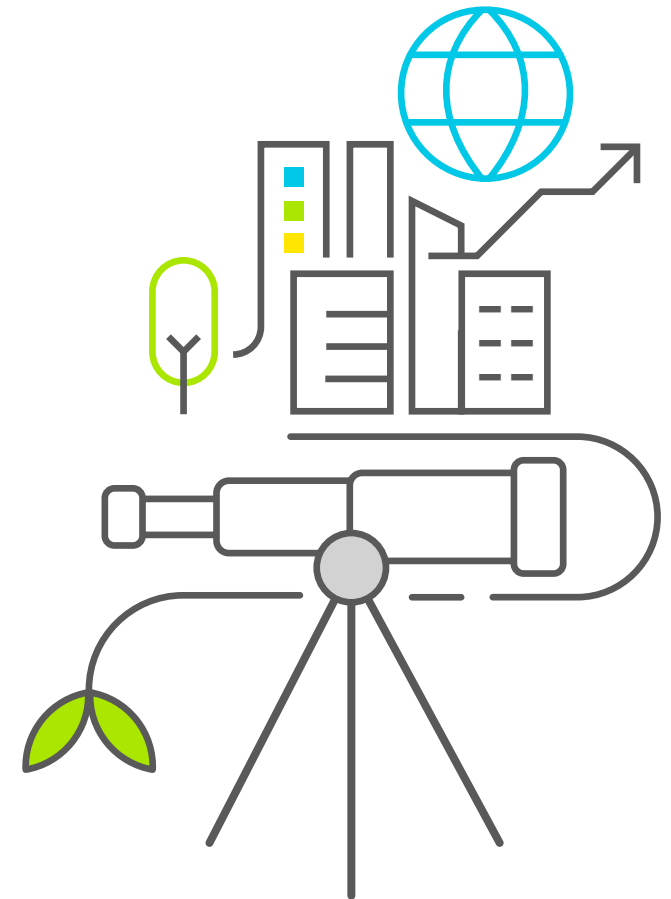
Topics included in this report and the material aspects we cover were prioritised based on our 2023 Global Impact Report and relevance.

The data provided in this report through facts and figures is based on activities carried out during 3M's fiscal year 2022, 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. We are committed to science- and fact-based reporting and will continue to explore alternative data-points for our future Nordic Impact Reports.

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 system like the Environmental Targets Database.

The data related to employee metrics, social practices and community programmes has been derived from various databases from within metric.

Third-party verification: APEX Companies, LLC ('Assurance Provider' or 'APEX') provided independent third-party assurance for this report covering activities from January 1, 2022, to December 31, 2022. APEX provided moderate-level assurance in accordance with AA1000AS-2008, Type 2.

## Reporting standards

3M is subject to the requirements of the Danish Financial Statements Act sections 99a and b, the Swedish Annual Accounts Act on Non-Financial Reporting and the Norway Transparency Act. This report complements 3M a/s, Svenska AB and 3M Norge AS Annual Reports. Collectively 3M's Annual Reports 2022 and 3M's 2023 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 in Denmark, Finland, Norway and Sweden 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 Nordic countries, Tina Monk, at [tmonk@mmm.com](mailto:tmonk@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 2022 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

2023-06-12 11:34:22 UTC

Namn returnerat från Svenskt BankID: ROBERT NYHOLM

Datum

Robert Nyholm

Auktoriserad revisor

Leveranskanal: E-post



# Assurance statement



## VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS

To: The Stakeholders of 3M Corporation

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by 3M Corporation (3M) for the period stated below at operations in Sweden. This verification opinion 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 emissions 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 emissions statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

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

- Operational Control
- Sweden

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

### GHG Emissions Statement:

- Scope 1:** 1,900 metric tons of CO<sub>2</sub> equivalent
- Scope 2 (Location-Based):** 510 metric tons of CO<sub>2</sub> equivalent
- Scope 2 (Market-Based):** 359 metric tons of CO<sub>2</sub> equivalent
- Scope 3:**  
Upstream Transportation and Distribution: 7,510 metric tons of CO<sub>2</sub> equivalent

Data and information supporting the Scope 1, Scope 2 and Scope 3 GHG emissions statement were historical, and in some cases, estimated in nature.

### Period covered by GHG emissions verification:

- January 1, 2022 to December 31, 2022

### 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



Page 2

- 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  
Principal Consultant  
Apex Companies, LLC

David Reilly, Technical Reviewer  
Principal Consultant  
Apex Companies, LLC

June 14, 2023

*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 declaration 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 declaration.*



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