

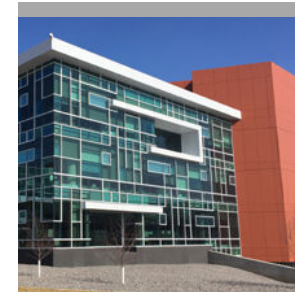
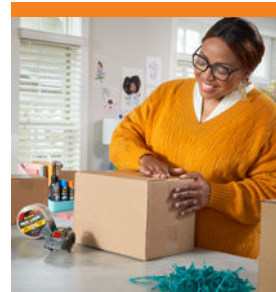
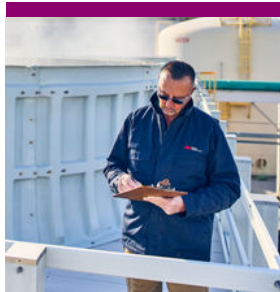


3M Science.
Applied to Life.™

Reinventing our impact

2024 Nordic Impact Report

Contents



Leadership reflections

Mike Roman, Chief Executive Officer	3
Gayle Schueller, Chief Sustainability Officer	3
Maxime Bureau, Director, Government Affairs and Sustainability EMEA	4
Tina Monk, Nordic Sustainability Manager	4
Looking ahead	5

Who we are

3M at a glance	8
Nordic countries	9
Leading with purpose	10
– Sustainability goals and progress	11
Communities	18
Diversity, equity and inclusion	20

How we work

Corporate governance	23
Enterprise risk	24
Corporate Code of Conduct	26
Human rights	28
Employee programs	31
Environmental, health and safety management	34
Circular materials	36
Climate	40
Suppliers	44

What we create

Innovation management	49
Customer-inspired innovation	51

Site spotlights

Gagnef	54
Värnamo	55
Västervik	56

About report

About report, scope and boundaries	58
Assurance statement	60

On the cover

Stockholm, Sweden, host of the annual World Water Week. At the event in 2023, the Water Resilience Coalition held a workshop in the 3M office in Solna in Sweden on the ambition of net positive water impact and 3M participated in the first pilot program.



Visit us online

Access digital content at our Global Impact website.

Leadership reflections



Mike Roman

Chairman of the Board and
Chief Executive Officer

In a year full of change, our team stayed relentlessly focused on doing what 3M does best: using material science to solve customer problems and make a difference in the world.

As we think about our path forward, our purpose is unchanged: unlocking the power of people, ideas and science to reimagine what's possible. It is the reason we exist and guides everything we do.

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

As of May 1, 2024 **William 'Bill' Brown** was appointed new Chief Executive Officer in 3M.



Gayle Schueller

Senior Vice President and
Chief Sustainability Officer

In what promises to be a transformative year for 3M, I want to take a moment to reflect back on 2023. From hosting our first environmental justice summit to initiating carbon reduction projects, we took significant steps toward our sustainability commitments. I'm proud of the work 3Mers have done to create a brighter future.

We've advanced our product portfolio, installed new technologies at our manufacturing sites and partnered with others. As a result, since 2019 we've reduced our greenhouse gas emissions by 43.2% and our water usage by 19.1% while reducing our virgin fossil-based plastic use by 69.8 million pounds since 2021. We continue to require a

Sustainability Value Commitment for every product entering our new product commercialisation process. This has led to consumer products such as Scotch™ Cushion Lock™ Protective Wrap (a 100% recycled paper alternative to plastic bubble wrap) and Post-it® 100% Recycled Paper Super Sticky Notes, as well as 3M technologies like abrasives and adhesives that enable automotive electrification and industrial automation. These solutions help us reduce not only our direct footprint but our customers' as well.

Collaboration drives us forward and we engaged with peers, partners and the public at national and global events. As a member of the Water Resilience Coalition leadership committee, 3M participated in key events in 2023, including a workshop the coalition held at 3M Stockholm during World Water Week on the ambition of net positive water impact and a workshop it held at 3M headquarters on how to scale basinwide collective action.

At Climate Week NYC, we highlighted developments in key areas of climate innovation and convened diverse perspectives to discuss how materials science can accelerate climate solutions. At COP28, we connected with peer companies, academia, governments and nongovernmental organisations. Team members and I engaged through panels, roundtables and numerous conversations at what turned out to be a significant occasion – the first time COP outcomes

documented the need to transition away from fossil fuels.

3M also accelerated work around environmental justice. Most notably, we hosted the inaugural 3M Environmental Justice Summit, one of the first times a corporation brought together private companies, public entities and community organisations to share insight and perspective on the topic. Other accomplishments in the social sphere include the opening of a spacious new automotive training facility in St. Paul, Minnesota – building on our commitment to expand skilled trades opportunities for people of all backgrounds.

Indeed, as we move on from 2023, one of the top priorities we're carrying forward is a focus on people. For us to truly succeed, people around the world must see, hear and feel in their own lives the impact of our solutions. Just as we act with urgency to innovate and collaborate on solutions to global challenges, so too must we act to ensure those solutions are inclusive and just.

With the creation of two strong independent companies in 2024, we face an exciting opportunity – an opportunity to reinvent our sustainability strategy to be bigger, bolder and better at bringing people along with us.

I encourage you to see page 5 and read about our plans and work in progress for 2024 and beyond.

Leadership reflections



Maxime Bureau
Director, Government Affairs
and Sustainability EMEA



Tina Monk
Nordic Sustainability Manager

In 2023 we maintained our focus on driving further reductions in waste, water and energy consumption across our three manufacturing plants in Sweden as well as initiatives in our offices across the region and achieved several 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, employees and our operations.

In this year's report, you can follow our progress within specific parameters supporting our global results. You can also read about a variety of sustainability initiatives which are all within the scope of our strategic sustainability framework Science for Circular, Science for Climate and Science for Community. In the Nordic countries we are in our daily lives supporting global initiatives, but very importantly we are also adapting these to our own local/regional activities where it makes sense from a business and cultural perspective. To mention a few from 2023; the Let's Talk initiative led by our Women Leadership Forum, our Compliance courses and London to Helsinki employee program were some of the most successful projects.

Non-financial reporting is a critical part of our work within governance and we hope you will enjoy reading the 2024 Nordic Impact Report.

For Gagnef, Värnamo and Västervik sites:

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

5.1%
since 2015.



Since 2016 the sites have been powered by

100%
renewable electricity.



Energy use decreased by

18.7%
since 2015.



Water usage decreased by

35.5%
since 2019.



About the report

3M is subject to the requirements of the Danish Financial Statements Act section 99a and the Swedish Annual Accounts Act on Non-Financial Reporting. This report complements 3M a/s, 3M Svenska AB and 3M Norge AS Annual Reports. Collectively 3M's Annual Reports 2023 and 3M's 2024 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.

Looking ahead

Preparing for two independent companies

3M completed the spinoff of our Health Care business on April 1, 2024. Throughout 2023, our global teams dedicated significant time and resources to ensure a smooth transition. We developed processes to recalculate baseline and trend data, migrated systems, and designed a robust ethics and compliance function based on 3M's commitment to anti-corruption, all to create a solid foundation for Solventum – the new health care company – while positioning 3M to move forward with strength and confidence.

What's next

In 2024, we're taking action across the enterprise to reinvent the company. 3M's innovation engine is strong and will remain the heart of our business as we deliver value for our customers. In alignment with this, we're updating our approaches to employee and workplace engagement and refining how we work with customers, suppliers and other partners. Our sustainability strategy is evolving too.

Strategy and materiality

Our biannual materiality assessment, which gathers insight into our stakeholders' perspectives, is underway and will help shape this evolution. We'll consider the latest sustainability priorities that emerge alongside our corporate vision and strategies to redefine our sustainability goals and path forward. We'll continue to integrate the concept of double materiality as we assess our new priorities, considering both the outward impact of 3M's activity on the environment and society along with economic, environmental and societal impacts on our business.

Environmental actions

In the fourth quarter of 2023, 3M committed to near-term reduction targets for scopes 1, 2 and 3 greenhouse gas emissions. We look forward to progressing through the Science Based Targets initiative (SBTi) validation process in 2024.

In addition, we'll release a transition plan by the end of 2025 with updated scenario analysis based on the best available science. This plan will set forth our strategy for building resilience and transitioning to a sustainable economy, including around carbon reduction.



We continue to advance avenues for reducing carbon emissions, including implementing a performance scorecard for our largest global transportation vendors, collaborating with a carbon capture provider on filtration technology and continuing to support the clean hydrogen economy. We're also expanding our emission reduction efforts throughout our supply chain with deeper supplier engagement, expectation-setting and capacity-building.

As we carry the momentum from our participation and engagement in Water Resilience Coalition activity into 2024, we look forward to deeper collaboration to prioritise and scale basinwide collective action in 100 priority basins worldwide. In our efforts toward a net positive water impact ambition, we'll evaluate 3M's global sites using the World Resources Institute's Aqeduct™ 4.0 tool, which launched in August of 2023.

3M is positioned for growth, resilience, opportunity and accelerated innovation



Data for updated regulations

To meet the increasing expectations from customers and regulatory bodies for sustainability data, we're investing in data management systems and processes to improve the granularity, accuracy and accessibility of our data. For example, we're preparing for new regulations around plastics and extended producer responsibility by moving toward one centralised global data system to efficiently track and report on sustainability attributes for our products and packaging.

We're also preparing for expanded regulations in the European Union for deforestation-free products. We've convened a broad cross-functional team to scope the data and reporting requirements and we'll continue to collaborate across our supply chain and with industry partners on efficient data gathering and related best practices.

Customer collaborations

The voice of our customer is the greatest inspiration for our solutions. We remain relentlessly focused on serving them and we continually look for opportunities to partner with customers as we innovate to meet their most critical needs. Whether it's to strengthen the circular economy, develop alternative energy solutions, or design technologies for automation and efficiency, we're eager to work in new and creative ways to reinvent not only our own sustainability impact but our customers' as well.

Our people

As we build 3M for the future, our approach to learning and development is evolving. We recognise the need to keep pace with business acceleration and in 2024 our learner-led strategy will embrace even more targeted content curation. This more efficient and personalised experience will better serve our employees as they accelerate their skills for success in their current – and future – roles.

Our diversity, equity and inclusion strategy continues to evolve as we advance our efforts to attract and retain diverse talent that reflects our communities and our markets. We know that diversity unlocks innovation – the heart of 3M. We continually work to create an employee ecosystem that supports diversity and weaves inclusion into our culture at all levels through allyship, education and community-building.

Our communities

We're deepening our environmental justice work in 2024 by listening, understanding and acting in more 3M communities. This is part of our larger social equity ambition, which includes elements such as equity in STEM. We're especially focused on increasing opportunities in the skilled trades as a way to narrow the racial gap in the sector. Our progress in 2023 is only the start of an intentional long-term plan. And our people, always driven by passion and purpose, will continue to contribute to our communities through volunteering and other giving activities.

Our reputation

One of our strategic priorities moving forward is to reduce risk and uncertainty as we proactively manage 3M's reputation. Our legal teams are progressing toward settlement agreements for combat arms earplugs – and achieving milestones amid strong claimant support – and public water suppliers.

We'll continue to address PFAS litigation as appropriate. In concert with our exit from PFAS manufacturing, which is on track for the end of 2025, these actions are positioning 3M for a tomorrow of growth, resilience, opportunity and accelerated innovation.



Who we are

3M at a glance	8
Nordic countries	9
Leading with purpose	10
– Sustainability goals and progress	11
Communities	18
Diversity, equity and inclusion	20



3M at a glance

\$32.7B
in sales

\$1.6B
in capital investments

One of
30
companies on the Dow
Jones Industrial Average



51
Technology Platforms

85K
employees globally

Over
55K
products



>133K
patents

More than
800
brands and trademarks

\$1.8B
in R&D spend

Our purpose:

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

Nordic countries

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.



T - Technical centre
M - Manufacturing
A - Application development

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

Sales and marketing operations in Denmark, Finland, Norway and Sweden being a part of the North Europe Region together with UK and Ireland.

R&D labs and application engineering in several 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.

All sales and marketing operations and manufacturing sites across the region are ISO 9001-certified.

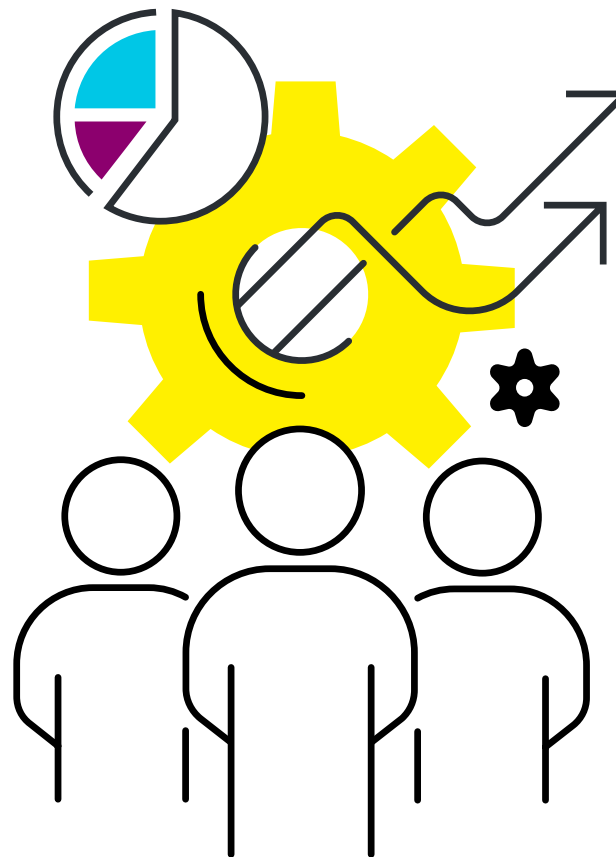
Leading with purpose

Our commitment

3M is committed to contributing to a better and brighter future through our people, products and operations. The strength of our commitment is reflected in our sustainability goals and our environmental, social and governance (ESG) metrics.

Our impact

We use a science-based approach to reimagine what's possible as we rise to the most critical challenges facing our planet and its people – focusing our efforts where we can make the greatest impact. As these challenges evolve, we're accelerating our exploration of emerging areas like climate technology, industrial automation, the next generation of electronics and sustainable packaging.



For over 120 years, 3M has been dedicated to science and exploration, taking on global challenges and developing solutions for our customers.

Unique and differentiated value

The power of 3M is in the way we connect our fundamental strengths of technology, manufacturing, global capabilities and our brand with customers. These strengths define us as an enterprise and combine to build a business greater than the sum of its parts.

We possess a deep understanding of what differentiates us in our performance across every business in our enterprise. It truly reflects how we're linked together in our portfolio, even while operating in multiple industries and countries. Read about 3M's four business groups on pages 5–6 of our [2023 Annual Report on Form 10-K](#).

We also have a competitive advantage through in-house manufacturing capability. A quarter of our intellectual property sits in manufacturing, much of it in trade secrets, allowing us to deliver higher-quality, better-performing and more competitive products to the marketplace.

True global capabilities require more than just presence in markets around the world. They require the skills of our global organisation to execute our business models so we can enter those markets successfully. This positions us to take our fundamental strengths almost anywhere in the world as we apply science to improve every life.

Our Strategic Sustainability Framework

3M's corporate purpose expresses our ambition to leverage our passion for science to reimagine what's possible – and it drives and informs our approach to sustainability. As we build on our global capabilities and diverse technologies, we have clear commitments and bold ambitions to shape a sustainable future within our Strategic Sustainability Framework and its three organising pillars: Science for Circular, Science for Climate and Science for Community. Within these pillars, we build partnerships, implement projects and develop processes that move us forward in the areas where we can make the greatest impact.

Science for Circular

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

We must reimagine the traditional global economy's linear business model that strains ecosystems and depletes natural resources faster than they can be replenished. Circular business models measure business success in large part on the ability to do more with less, keep products and materials in use, design out waste and pollution and restore and regenerate natural systems and biodiversity.

At 3M, we understand the urgency of this issue and we strive to develop circular business models that create impactful solutions, inspire leadership and implement disruptive change across all industries.

For more information, see [the Circular materials section](#).

Science for Climate

Innovate to accelerate global climate solutions and decarbonise industry.

The impacts of global climate change on our planet and its people have never been clearer. Extreme weather events, rising sea levels, urban heat islands, poor air quality and scarce resources have underscored how urgently corporations must act to try to slow these harmful effects to both our natural and built ecosystems.

At 3M, we're reinventing our impact through more significant intermediate and long-term goals and actions that align with the latest findings by the Intergovernmental Panel on Climate Change (IPCC). We expect to invest heavily both in our efforts to meet our environmental goals, which include achieving carbon neutrality by 2050 and in our innovation, adapting our business to grow in sectors that support decarbonisation.

We believe that by working together with our employees, customers, suppliers, government and communities, we can help drive systemic change.

For more information, see [the Climate section](#).

Science for Community

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

Leveraging science, innovation and collaboration, we help solve global challenges like climate change, public health and safety, health care inequality and other inequities in communities around the world.

We recognise the importance of equal access to science, technology, engineering and mathematics (STEM) and skilled trades education and careers. Equitable opportunities in STEM and the skilled trades lead to stronger communities, a stronger 3M and a brighter collective future. We also commit to advancing diversity, equity, inclusion and social and environmental justice within our company and community.

Together with our partners, we will advance an equitable and sustainable future for all.

For more information, see [the Communities section](#).



Science for Circular

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

2023 goal results

1. For projects passing a 'gate' in our new product commercialisation process; an SVC describes how the product drives positive impact for our stakeholders in alignment with our Strategic Sustainability Framework.
2. Expands our previous commitment, which aimed to reduce water use by 10% between 2015 and 2025. 2019 is the baseline measurement year.
3. By improving the weighted average of priority constituents, including select metals, biochemical oxygen demand (BOD), chemical oxygen demand (COD), cyanide compounds, fluoride, total nitrogen, oil & grease, fluorochemicals (PFAS), total dissolved solids (TDS), total suspended solids (TSS), sulfate and others.
4. Water used by manufacturing or industrial processes, including all water use not defined as domestic (sanitary, cafeteria, etc.).

100% Sustainability Value Commitment for new products

On pace – Require a Sustainability Value Commitment (SVC) for every new product¹



10.7% manufacturing waste reduced

On pace – Reduce manufacturing waste by an additional 10%, indexed to sales



45.9% of sites achieved zero landfill

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



285 completed supplier assessments

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



69.8M pounds of plastic reduced

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



19.1% 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 sales²



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

On pace – For 3M's global manufacturing operations, help enhance the quality of water returned to the environment from industrial processes by 2030.^{3,4} 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 the end of 2024



16 identified manufacturing sites

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



Science for Climate

Innovate to accelerate
global climate solutions
and decarbonise industry

2023 goal results

43.2% 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 2050¹



56.2% renewable electricity

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



135M metric tons CO₂ equivalent emissions avoided

On pace – Help our customers reduce their GHGs by 250 million tons of CO₂ equivalent emissions through the use of our products



16.4% improved energy efficiency

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



80.1% reduction in scope 1 and 2 location-based GHG emissions since 2002



1. 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.



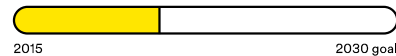
Science for Community

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

2023 goal results

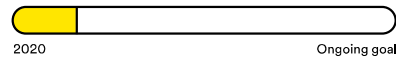
45.1% global management diversity

On pace – Double the pipeline of diverse talent in management globally to build a diverse workforce by 2030¹



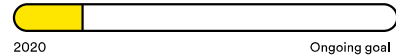
6.33% U.S. management diversity

On pace – Double the representation of underrepresented groups in management positions in our U.S. workforce²



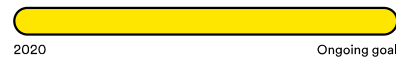
8.98% U.S. workforce diversity

On pace – Double the representation of underrepresented groups from entry-level through management in our U.S. workforce²



100% pay equity globally

On pace – Maintain or achieve 100% pay equity globally



\$39.4M 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



2.28M 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 year³



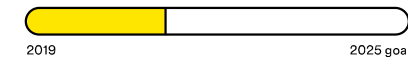
\$70.2M invested in cash and products

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



108K 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 2025⁴



8.44M training instances

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



1. In 2021, 3M updated the goal maturity date to 2030 from 2025.
2. Underrepresented groups in our 3M U.S. workforce include Black/ African American and Hispanic/Latino employees.
3. 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.
4. Goal was initiated in 2019. Skills-based volunteering is primarily delivered through the 3M Impact program.

Stakeholder engagement

Stakeholder engagement and collaborative efforts on our priority topics are core to how we drive our strategy and actions within our Strategic Sustainability Framework. We continually look to our stakeholders to help us increase our understanding and awareness, seek technical input and expertise and evaluate possible collaborations and strategic relationships.

We believe stakeholder engagement should be based on candid and authentic dialogue and should help us evolve our strategic priorities. Stakeholder engagement varies greatly by geography, type, and function.



Stakeholder	How we engage
Employees and job seekers	<ul style="list-style-type: none"> • Train and educate employees in company sustainability practices and procedures • Conduct surveys to gather employee feedback and use a crowdsourcing platform for more direct input • Provide learning, development, coaching and mentoring opportunities • Offer undergraduate and graduate internships in engineering, research and development, IT and more
Investors and shareholders	<ul style="list-style-type: none"> • Meet with shareholders to learn about their perspectives on governance and sustainability issues • Disclose timely, relevant information related to economic, environmental and social governance issues • Respond to inquiries
Customers and partners	<ul style="list-style-type: none"> • Capture the voice of the customer to inspire next-generation innovation • Provide diverse product solutions with sustainability attributes • Support customers in their efforts to drive sustainability up their supply chain
Government/regulators, nonprofits, NGOs and experts	<ul style="list-style-type: none"> • Partner and collaborate with organisations on sustainability initiatives and events • Collaborate on policy development and modification
Local communities and consumers	<ul style="list-style-type: none"> • Support and participate in community-building activities across our value chain • Provide economic and social value to communities while minimising environmental impact
Academic/scientific organisations	<ul style="list-style-type: none"> • Engage on technical scientific research to develop innovative solutions for society
Suppliers	<ul style="list-style-type: none"> • Provide training and guidance on our Supplier Responsibility Code • Collaborate to identify, resource and amplify sustainability initiatives • Prioritise working with diverse suppliers and small businesses

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 and 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 priorities.

The materiality assessment categorises topics are classified 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 2024 Global Impact Report](#).

Materiality assessment priority tiers at a glance

Tier	Topic
1	<ul style="list-style-type: none"> Product innovation to solve climate, health and safety challenges¹ Sustainable products and services Climate change and GHG emissions Energy usage and use of renewables Ethical and transparent business practices Chemical management² Safety of products and services¹ Health and safety of employees and contractors
2	<ul style="list-style-type: none"> Employee diversity, equity and inclusion Infectious disease and public health issues Plastic and packaging waste Water quality Designing products and packaging with less or no waste¹ Manufacturing waste Community health, safety and well-being¹ Responsible sourcing and supplier sustainability¹ Human rights and labor practices in the supply chain¹ R&D investment¹ STEM education, training and workforce development Employee training, development and well-being¹
3	<ul style="list-style-type: none"> Collaboration and partnerships¹ Biodiversity and ecosystems¹ Water usage and availability Employment and reskilling for under-resourced or marginalised communities² Access to safe and affordable drinking water¹ Racial justice and inequality¹ Air quality Advocacy, public policy and engagement to support and promote social justice, science, health, environment and safety Supplier diversity¹

1. New topic in 2022.

2. Topic modified from 2020 materiality assessment.



Past, present and future priority topics

In our most recent materiality assessment, in 2022, we saw stakeholder priorities shift in the following ways:

- Climate-related topics have increased in importance for 3M, with a new topic of product innovation to solve climate, health and safety challenges being the most material to 3M
- New topics included product innovation to solve climate, health and safety challenges; safety of products and services; R&D; designing products with less or no waste; employee training, development and well-being; collaboration and partnerships; biodiversity and ecosystems; access to safe and affordable drinking water; racial justice and inequality; and supplier diversity
- Health and safety of employees and contractors and ethical business moved from Tier 2 to Tier 1
- Employee diversity moved from Tier 3 to Tier 2
- Plastic and packaging waste, water quality, human and labor rights moved from Tier 1 to Tier 2
- Air quality moved from Tier 1 to Tier 3
- Water usage and availability moved from Tier 2 to Tier 3

The emergence of biodiversity and ecosystems as a new priority topic in 2022 validated a category of work we've engaged in for years across all three pillars. For example, some of our water and carbon projects have revolved around restoring natural ecosystems and many of our partnerships have been a channel for us to support and invest in similar nature-based solutions. In our communities, projects have been funded by 3M, while we've partnered with Earthworm Foundation to implement projects in our supply chain.

In addition, in recent years we've seen a growing demand for more transparency and greater data granularity in our reporting, decision-making frameworks and customer requests. We're responsive to this demand and are taking action to address it.

Stakeholder feedback

The materiality assessment also gave us a broad and deep range of stakeholder feedback that will help us refine our goals and efforts.

In-depth qualitative interviews with external stakeholders were conducted to vet the priority topics that emerged from the survey analysis. They generally agreed with the placement of Tier 1 topics but felt that the following Tier 2 and 3 topics were worthy of higher priority:

- Biodiversity and ecosystems
- Social topics like racial justice and inequality, supplier diversity, human and labor rights, reskilling of marginalised communities and STEM education
- Plastic packaging and waste
- Air and water quality

The interviewed stakeholders further suggested that the priorities validated the importance of all three pillars.

Beyond the priority tiers, a common theme we heard is a desire to see 3M leverage our history and culture of innovation to help move the needle on sustainability. This can be seen in the placement of 'product innovation to solve climate, health and safety challenges' as the most material issue for 3M and 'sustainable products and services' as the next most material issue. While we're always engaged in product innovation and have achieved notable milestones in innovating for sustainability, we're positioned to reinvent our impact in the coming months and years.

While we're always engaged in product innovation and have achieved notable milestones in innovating for sustainability, we're positioned to reinvent our impact in the coming months and years

We see opportunities across all three pillars of our Strategic Sustainability Framework and external stakeholder feedback will continue to help inform our strategy.

Report governance

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

Because we are a diversified company, several other sustainability-related topics and performance indicators relevant to various sectors of the company are also included in the report. 3M's executive-level Corporate Environmental Responsibility and Sustainability Committee reviews and approves priority topics covered in this Global Impact Report.

In addition, the 3M Science, Technology & Sustainability Committee of the Board of Directors annually reviews the company's Global Impact Report. Priority topics defined within this report apply to each entity within 3M. Prioritisation for the different aspects may vary within 3M operations and geographies, but they're still a priority. Insights from the 2022 materiality assessment have informed 3M's long-term strategies and helped direct our efforts to areas where we can have a significant impact across our value chain.

Learn more about 3M's overall governance in [the Corporate governance section](#).

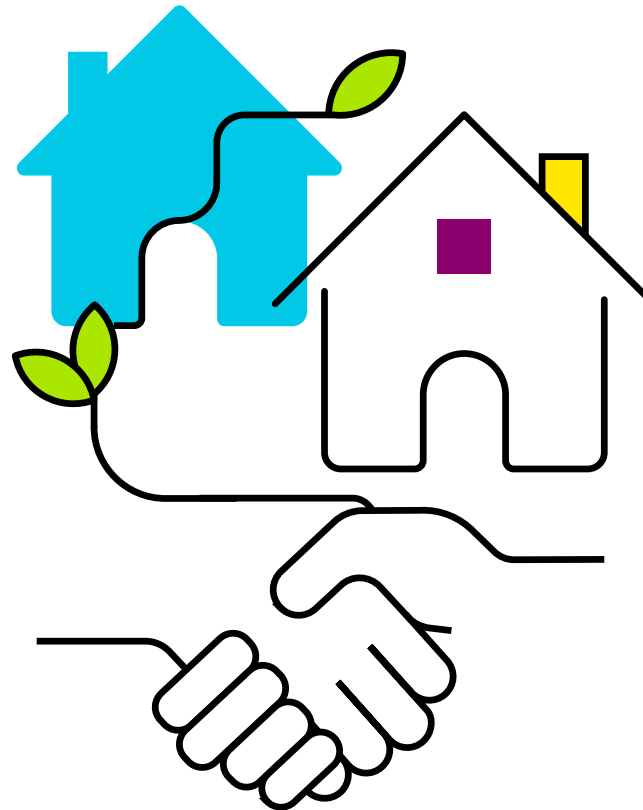
Communities

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, a robust skilled trades workforce and community and environmental programs – 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 programs, we invest to build a strong foundation for equitable outcomes far into the future. 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 content below, more information about our efforts to support equitable communities, including key highlights and actions, can be found by visiting our [Diversity, Equity & Inclusion \(DEI\) Report](#).

Investing in more equitable communities

3M helps build sustainable communities through strategic investments and the thoughtful involvement of 3M employees worldwide who volunteer to make a difference. Between 1953 and 2023, 3M and 3M Foundation invested \$2.05 billion in cash and product contributions in communities where 3M operates.

Empowering the next generation

3M supports education initiatives that advance equitable outcomes in STEM for underrepresented students globally. Since 2021, we've supported over 2 million unique STEM and skilled trades learning experiences, putting us well on track to deliver on **our goal to create 5 million such experiences by the end of the 2025-26 school year***. Data from **3M's State of Science Index** helps guide our strategic STEM investments with insights from across the globe.

Local STEM initiatives – 3M sites in countries around the world build partnerships for STEM education with schools and nonprofit organisations in their local community.

Inspiring employees to change the world

3M Impact

Our portfolio of skills-based volunteer programs allows employees to use their business skills, experience and energy to make a difference in local and global communities while also developing critical professional skills like empathy, problem-solving and interpersonal communications. Focused on working with social enterprises and nonprofit organisations that are addressing the world's toughest challenges, we invest in volunteer programs that promote a circular economy, fight against climate change and create a more positive world through science to inspire and empower our employees to drive change. In 2023, we provided 26,100 work hours of skills-based volunteerism by 3M employees.

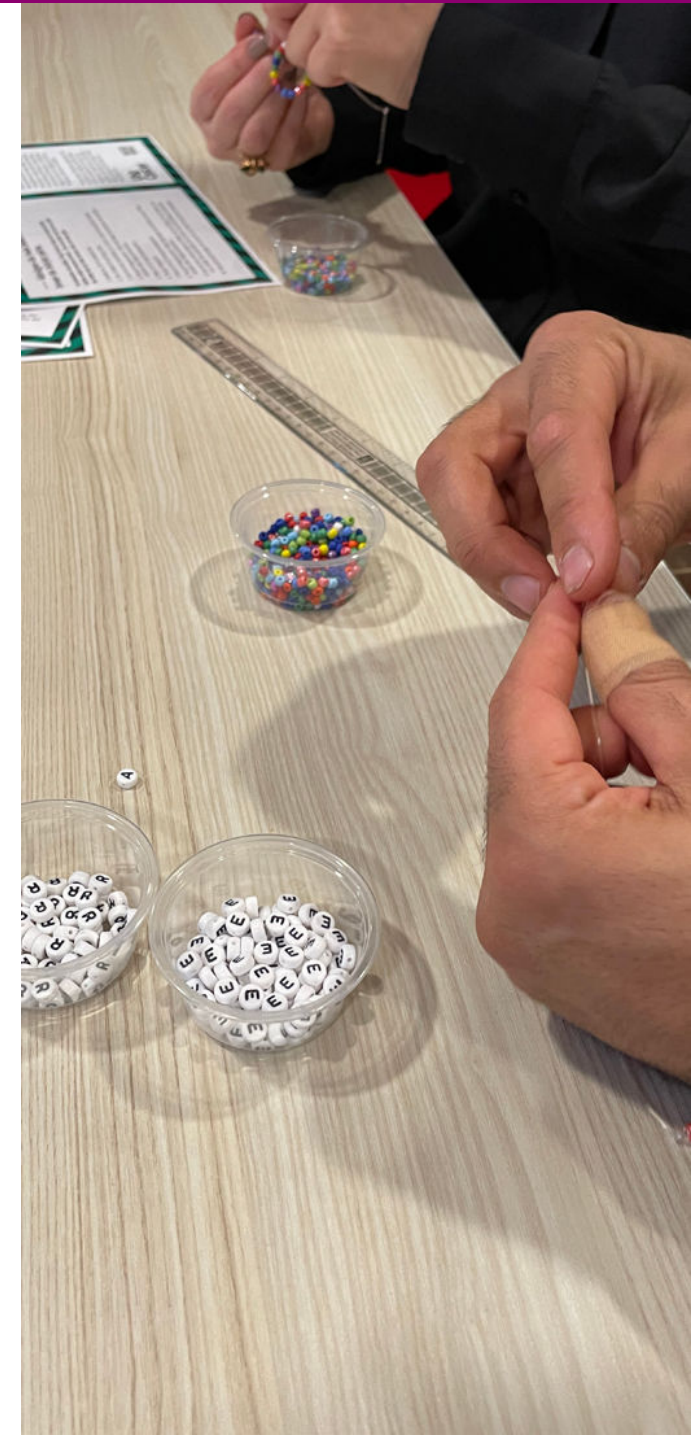
* U.S. goal

Swedish employees get together to support young adult cancer

Around twenty 3M Sweden employees got together at the Solna site to make bracelets to be sold to raise funds for young adult cancer charity, Ung Cancer. The activity was funded by a global 3Mgives employee engagement grant, which purchased the bracelet materials that were then assembled by the volunteers.

Ung Cancer supports those aged 16-30 years-old affected by cancer and their families and as part of the activity, the 3Mers heard from former cancer patient Cajsas, who was diagnosed with a brain tumour. She talked about how much Ung Cancer supported her during her treatment and how she has since gone on to become a volunteer lecturer for them in her spare time.

The volunteering was organised by Sweden 3M gives country ambassador Johanna Bergman who said, "This was a very enjoyable and sociable activity for our volunteers, helping to raise funds for a charity that helps young people through their darkest times. We are very grateful to 3Mgives for funding this opportunity."



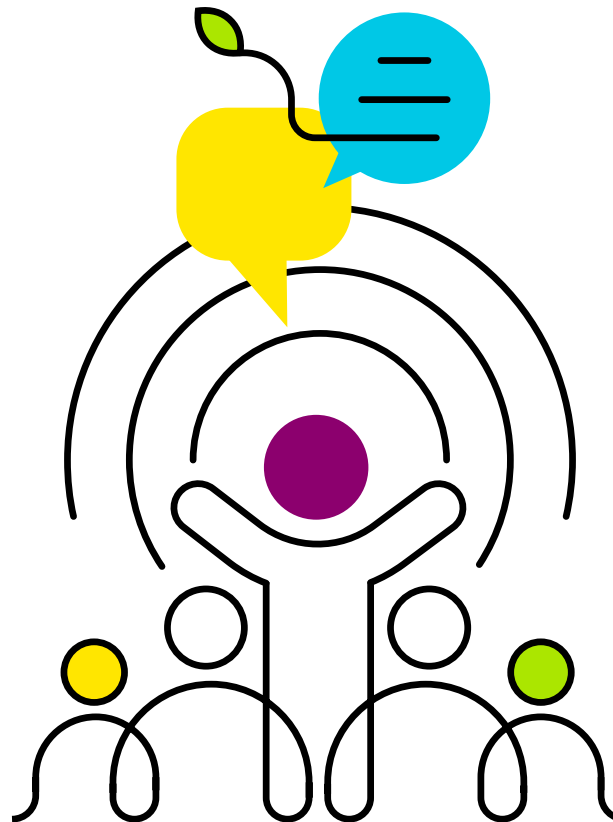
Diversity, equity and inclusion

Our commitment

Fostering an inclusive environment for our global workforce is a core part of 3M's 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.

Our impact

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



As a science-based company with a purpose to reimagine what's possible, it's our imperative to become the most inclusive enterprise we can be. Inclusion leads to engagement, engagement fosters creativity, creativity sparks innovation and innovation produces growth.

In addition to the content below, learn more about our efforts, including progress toward our diversity, equity and inclusion goals, at 3M's latest **[Diversity, Equity & Inclusion \(DEI\) Report](#)**.

A diverse and inclusive workplace

We know that people with different experiences, racial and ethnic backgrounds, ages, gender identities, sexual orientations, abilities, personalities, styles and ways of thinking help us better understand the needs of 3M customers, suppliers and community partners around the world.

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.

In the Nordic countries we keep focusing on ensuring a solid gender mix among our employees.



Employee Resource Networks

To advance a culture of inclusion, we sponsor employee-led Employee Resource Networks (ERNs) that help execute our vision. ERNs may be organised around a racial identity or other affiliation.

In the North Europe region we have four active ERNs – Woman Leadership Forum (WLF), 3M Pride, New Employee Opportunity Network (NEON) and the newest one established in 2023 Diverse Abilities Network (DAN). DAN aims to make a difference in the 3M community by supporting people with disabilities and those who care for them.

The WLF continued their activities among others with two Let's Talk sessions in 2023:

- **Imposter Syndrome** – Have you ever felt out of your depth? Is self-doubt holding you back? An opportunity to discuss these feelings and explore how to prevent them from stopping you achieving your potential.
- **Role models at the workplace** – Get an insight to the concept of role models in the workplace, what qualities make a good role model and how having a role model can benefit your career.

These one-hour sessions are informal discussions with a focus on topical issues related to Diversity, Equity and Inclusion.



3M Denmark

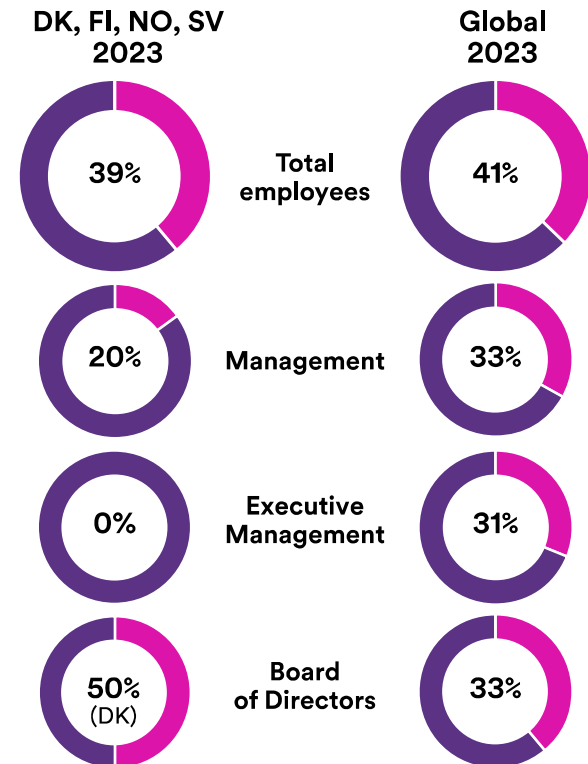
Since 2017, the gender representation on the Danish Board of Directors has been 50 percent, with two women among our four Supervisory Board members elected by the General Assembly. This fulfils our objective for gender diversity for Denmark.

For gender diversity in our manufacturing sites please see [the Site spotlight sections](#).



Gender diversity

These graphs highlight the percentage of female employees globally and as a total for the 2023 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.



How we work

Corporate governance	23
Enterprise risk	24
Corporate Code of Conduct	26
Human rights	28
Employee programs	31
Environmental, health and safety management	34
Circular materials	36
Climate	40
Suppliers	44

Corporate governance

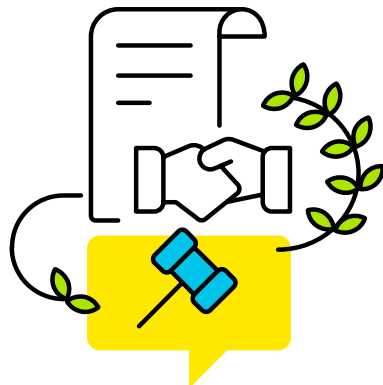
Our commitment

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 out perform and lead the way to sustainable growth.

Our corporate governance principles define the roles, rights and responsibilities of different groups within 3M, as well as of our Board of Directors.



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
Board of Directors	<ul style="list-style-type: none"> Receives regular sustainability updates at Board meetings Reviews sustainability-related risks as part of 3M's enterprise risk program
Science, Technology & Sustainability Committee of the Board of Directors	<ul style="list-style-type: none"> Provides primary oversight of 3M's sustainability and stewardship activities, including environmental and product stewardship efforts and legal and regulatory compliance, among others Reviews 3M's sustainability policies and programs 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
Environmental Responsibility and Sustainability Committee	<ul style="list-style-type: none"> Provides leadership, oversight and strategy to encourage and ensure sustainability opportunities are recognised Develops and monitors adherence with strong sustainability-related policies and procedures Includes 3M's CEO, President & CFO, EVP R&D & CTO, Group President Enterprise Operations, EVP & Chief Counsel Enterprise Risk Management, EVP & Chief Legal Affairs Officer, SVP & Chief Sustainability Officer, SVP Environmental Stewardship and SVP Global Chemical Operations
Chief Sustainability Officer	<ul style="list-style-type: none"> Leads 3M's sustainability activities Reports to the Environmental Responsibility and Sustainability Committee and other internal and external groups
Sustainability leaders in business groups, areas and enterprisewide	<ul style="list-style-type: none"> Drives Strategic Sustainability Framework priorities and initiatives consistent with the scope of their role Leads customer relationships to solve shared global challenges

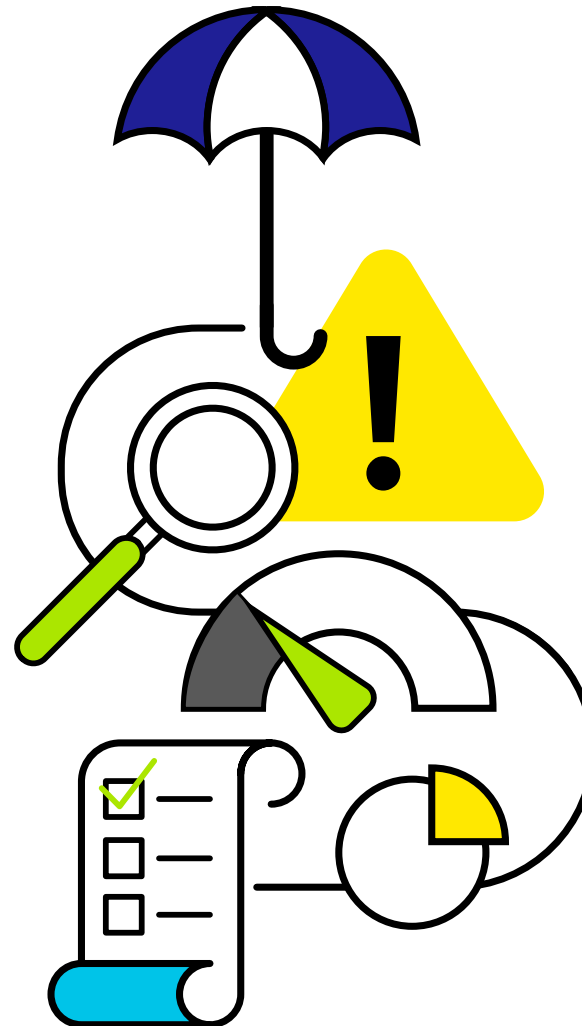
Enterprise risk

Our commitment

To ensure 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. We keep a continual eye on ensuring business continuity through global economic and geopolitical challenges. In 2023, we prioritised health and safety, cybersecurity, environmental stewardship and the strength of our new product pipeline and corporate reputation.



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.

The **Audit Committee Charter** states that the committee will discuss policies and procedures with respect to risk assessment and risk management, the company's major risk exposures and the steps management has taken to mitigate and monitor such exposures.

The Audit Committee has direct oversight of the work of two senior vice president positions – the general auditor and the chief ethics & compliance officer – that both report to the chair of the Audit Committee. The general auditor, Corporate Audit, is responsible for leading the formal risk assessment and management process within the company and annually reports the results to the full Board.



Consulting with the company's senior management and the Board, the general auditor annually leads the assessment of the major risks facing the company and works with the executives responsible for managing each risk to develop appropriate mitigation and monitoring plans. The general auditor periodically reviews with the Audit Committee its findings and results from this work.

3M's 2023 Annual Report on Form 10-K, Item 1A summarises risk factors applicable to the company. In addition, 3M's 2024 Proxy Statement provides details on Board oversight committees and members.

See our [2023 Annual Report and 2024 Proxy Statement](#).

1:1 risk management meetings

In 2023, the general auditor met individually with each independent 3M Board member and each member of the executive-level Corporate Operating Committee (COC) to discuss risk management in general, as well as specific risk-related topics facing the company. These meetings provided the COC and Board members the opportunity to share what risk issues were top of mind for them and which should be reviewed and addressed by management with oversight by the Board.

3M's Enterprise Risk Management initiative

Launched in 2001, our Enterprise Risk Management (ERM) initiative helps ensure adequate recognition and ownership of the most significant potential risks to the company. ERM uses a process that proactively identifies and communicates enterprise risks within the company, including:

- Confirming that appropriate plans and oversight exist for material risks
- Providing for ongoing risk review and assessment

- Aiding in generating awareness and engagement of general risk matters throughout the company

Within the ERM process, we interview risk owners familiar with environmental, economic and business aspects within the company and ask them to complete a thorough assessment for their respective risk(s). Together with subject matter experts and senior management, we map the outcomes to demonstrate the relative impact, likelihood and velocity (speed of onset) of each risk. This shows us our highest-risk areas and where to focus our internal efforts.

In addition, we continually review external resources and data to help identify risk. We share the results of these various exercises with the COC and the company's full Board of Directors.

To learn [how we manage risk at the site level](#), see the Environmental, health and safety management section.

Monitoring emerging risks

3M places particular emphasis on protecting our company against emerging risks in an ever-changing world. For example, within the ERM process we continue to focus on climate strategy and its impact on our operations and product portfolio, including actions we can take to reduce greenhouse gas emissions.

We also continually cast an eye on the state of geopolitics and take any steps needed to protect the enterprise.

We continue to actively manage risk related to ongoing, emerging and potential litigation. See our [2023 Annual Report on Form 10-K](#), Item 8 – Note 18: Commitments and Contingencies for more information, including around:

- Environmental Matters and Litigation ([fluorochemistries, or PFAS](#))
- [Combat Arms Earplugs](#)

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

We continually work to update our training program and engage with senior leaders, middle management and employees around the Code of Conduct.

In 2023, we held an Ethics & Compliance Day event to further build employee engagement around our commitment to unwavering integrity. We continue to enhance our data science platforms and various metrics dashboards.



We have one **Code of Conduct** that applies to our 85,000 employees. Available in 21 languages, our Code of Conduct sets clear expectations for employees, relevant stakeholders and business partners. It summarises 3M’s compliance principles and raises awareness about how to do business the right way, at all times and at every site.

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.

3M prohibits bribes in all forms. Our anti-bribery policy is enforced through training, due diligence being completed on our customers and high risk suppliers and pre-approval of business courtesies and transfers of value to and from our business partners.

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.

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

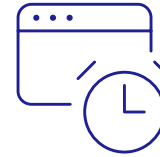
Compliance training and education

3M offers a comprehensive online compliance training program to employees worldwide. Employees are assigned training modules based on their role and area of responsibility. Most online courses, as well as our annual Code of Conduct certification, are mandatory for approximately 50,000 global employees.

Each year we establish a training plan based on an assessment of internal and external factors that help prioritise topics and timing of deployment. Training modules cover all areas of our compliance program. In 2023 the following courses were sent to 3M non-production employees:

- Promoting Fair Competition
- Intellectual Property
- Preventing Bribery & Corruption
- Data Privacy
- Electronic Communications

3MEthics.com is a 24-hour confidential online reporting system



Each course starts with a series of questions that identify the employee's knowledge level. The employee is then presented with scenario-based questions tailored to this level. To successfully complete the course, the employee must demonstrate proficiency in the topic. On-demand online Ethics & Compliance training is also available. Ethics & Compliance tracks on-time completion rates and our rate remains strong. We continually analyse scores and other course data to shape future training needs. For example, we've designed mini-courses to educate on specific topics. Ethics & Compliance courses are now available through 3M Learn, 3M's corporatewide learning platform – an easy, accessible one-stop shop for employees.

For the 5 courses in 2023 the total completion rate in Denmark, Finland, Norway and Sweden was 98.8%.

Reporting concerns

Upholding 3M's Code of Conduct is the responsibility of everyone acting on 3M's behalf. We encourage our employees to ask questions and report concerns to management, 3M's Ethics & Compliance Department, 3M legal counsel, **3MEthics.com**, their assigned human resources manager, 3M Corporate Audit Department, or the Audit Committee of the Board of Directors.

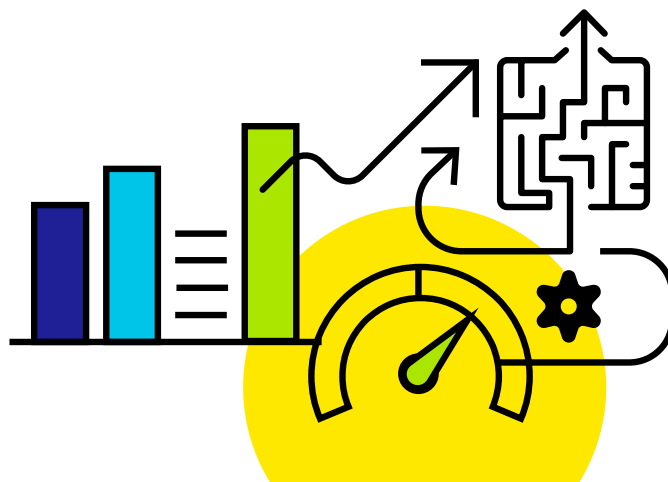
3MEthics.com is a 24-hour confidential online reporting system. Reporters can choose to submit their concern anonymously in most countries. It's managed by a third-party vendor and is available to 3M employees and others internally and externally.

3M's non-retaliation process

3M prohibits retaliation against anyone who raises a business conduct concern in good faith or cooperates in a company investigation. To monitor this risk, a compliance investigator contacts identified reporters by phone or email several times after an investigation to discuss if the person has experienced any form of retaliation.

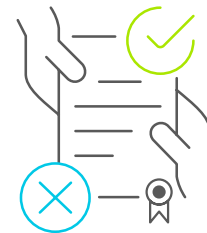
Looking ahead

Ethics and compliance will remain at the core of what we do for our employees, customers, communities and shareholders also in 2024. 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.



In Denmark, Finland, Norway and Sweden

**we reached
100%
completion**



of our annual Code of Conduct certification.

Human rights

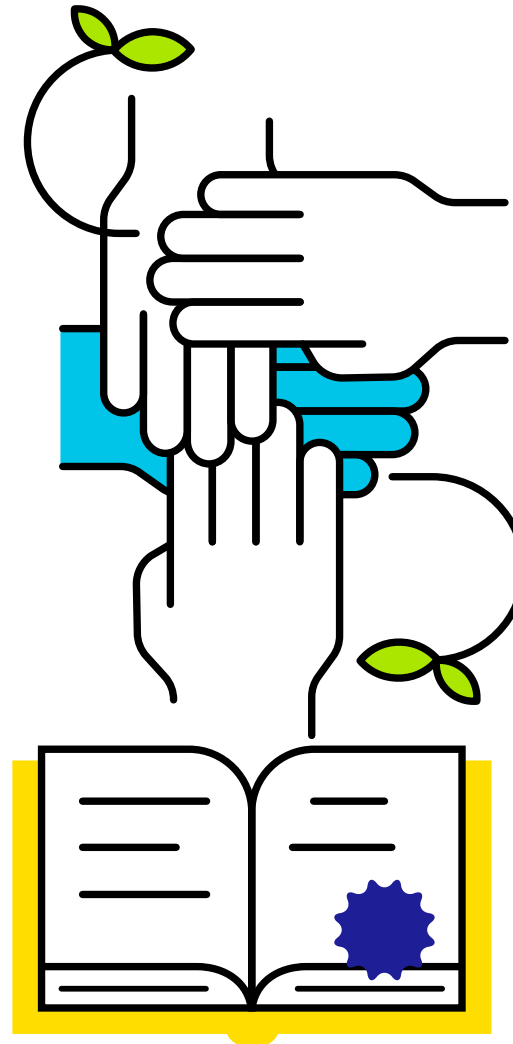
Our commitment

Respect for human rights is deeply ingrained in 3M's culture. Within our own business, our approach to managing and protecting 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 labor and human resource laws and upholding the human rights of workers.

Our impact

We implement our human rights program through our global policies, management system, assessments, audits, training and metrics tracking. Our audit process provides us with a global view 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.



Human rights in the work environment

3M's human resources principles, which have remained consistent for over a century and apply to all our employees globally, demonstrate our commitment to upholding human rights in the work environment:

- We respect the dignity and worth of all individuals
- We encourage the initiative of each employee
- We challenge individual capabilities
- We provide equal opportunity for development

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. Learn **more about benefits** and **our Work Your Way model** in the Employee programs section.

Looking ahead

In 2024, 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.

Modern slavery

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

Our **Modern Slavery Statement**, the **3M Supplier Responsibility Code** and our labor, 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.

Assessing human rights

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

Segment	Potential salient risk ¹	Prevention plan
3M employees and non-employees	Not adhering to all applicable laws, rules and regulations	Prioritise and address external employment labor law regulations through 3M's global HR compliance model
	Nonconformance with the 3M Code of Conduct	See the Corporate Code of Conduct section
	Unsafe working conditions, mistreatment of workers, threats from other workers	See Workplace Environmental, Health and Safety Principle
Suppliers	Nonconformance with 3M Supplier Responsibility Code expectations	See the Suppliers section
Government relations	Not adhering to all applicable laws, rules and regulations	See Lobbying and Political Activities Principle, Lobbying and Political Activities Governance and Doing Business with Government Agencies and Contractors Principle
Acquisitions, mergers and divestitures	Failing to recognise human rights issues during the acquisition, merger, or divestiture diligence processes	Prioritise and address human rights issues relative to risk and compliance; see Human Rights Policy, Respectful Work Environment Principle, EHS&PS Acquisitions, Mergers and Divestitures Standard and Workplace Environmental, Health and Safety Principle
Local communities	Inequitable opportunities to succeed in science, technology, engineering and math (STEM) and skilled trades occupations	Assess community partnerships where we provide support to underrepresented populations so they have equal opportunity for success in STEM and skilled trade employment areas
	Inequitable and disproportionate consequences of climate change	Renew our focus on environmental justice and work toward a world where all people have an equal voice in crafting environmental regulation and no population is disproportionately affected; see the Communities section
Customers	Failing to produce products that are safe for their intended uses, compliant with applicable laws and regulations and meet 3M expectations	See Product Safety, Quality and Stewardship Principle and the Innovation management section

1. 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.

Sustainability priorities for human rights

Based on our biannual materiality assessment we analysed the insights and inputs from stakeholders and developed our Sustainability Priority Matrix. Health and safety of employees and contractors emerged as a tier 1 priority, while human rights and labour practices in the supply chain was a tier 2 priority. In 2023 we continued our work with those priorities.

Our suppliers and our expectations for them to meet our Supplier Responsibility Code is one key area for us in our focus on human rights. In 2023, we piloted third-party on-site Supplier Responsibility Code audits in six countries. Results were positive and we are exploring further use of third-party audits as we refine our assessment process.

See the relevant extract from our priority matrix below.



Tier	Topic	Our actions	Policies and context	Goals and commitments
1	Health and safety of employees and contractors	3M's approach to managing and ensuring workplace safety and human rights within our own business is guided by the 3M Code of Conduct. We implement our human rights and workplace safety programs through our global policies, management system, assessments, audits, training and metrics tracking.	<u>Human Rights Policy</u> <u>Safety and Health Policy</u> <u>EHS Management Standard</u> <u>3M's Code of Conduct</u>	Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance by 2025
2	Human rights and labor practices in the supply chain	We expect our suppliers to share our commitment to complying with labor and human resource laws and upholding the human rights of workers. We expect our suppliers to be transparent about their practices around environmental and social governance, including for employment, diversity, community-building and risk mitigation and to work with us to transform our shared value chain. Through our policies, processes and programs, 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.	<u>Responsible Minerals Policy</u> <u>Supplier Responsibility Code</u> <u>Sustainable Forestry</u>	Provide training to 5 million people globally on worker and patient safety by 2025
2	Responsible sourcing and supplier sustainability		<u>3M named as one of the World's Most Ethical Companies by Ethisphere Institute in 2023 for 10th consecutive year</u>	
3	Supplier diversity		<u>Supplier Diversity</u>	

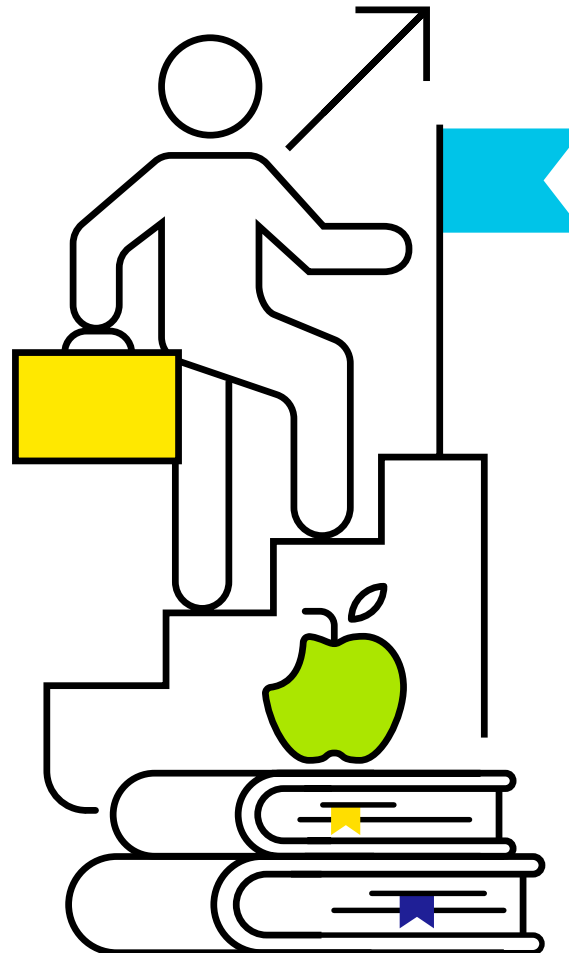
Employee programs

Our commitment

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

Our impact

We invest in our people's success by fostering a culture of continual 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.



At 3M, we lead with culture. We know that engaged employees are more productive and committed, more satisfied with their work and more likely to stay longer. Working at 3M provides a range of development opportunities few other companies can offer.

It's possible to go from the lab to a marketing role or from sales to business development – all the way up to the C-suite.

A learning-focused culture

In a rapidly evolving market, we understand that we need to prepare our employees with the skills of tomorrow so we can stay relevant, innovate, and grow. At 3M, we use a model of extensive learning that balances three modes of learning: formal (courses, performance reviews, conferences), informal (mentoring, workshops, podcasts), and social (blogs, videos, social media).

Through 3M Learn, our integrated learning and development platform, employees can access and explore personalised learning content and curated resources. 3M Learn contains tens of thousands of learning resources in more than 30 languages. Content is organised and aligned to directly support our organisational priorities and employees receive recommended content based on their role. 3M Learn reaches our entire global workforce.

Employees completed almost
775K online learning
experiences



In 2023, employees across the organisation were focused on preparing for the spinoff of 3M's Health Care business. With that as a key priority, employees still completed nearly 775,000 online learning experiences for an average of over 4,500 unique courses each month. As the pace of business continues to accelerate, 3M Learn provides flexible learning opportunities with curated content to develop our entire workforce with culture-related skills, core or power skills, critical and emerging leadership skills and business-specific functional and technical skills. In addition, employees can access expert-led self-paced courses aligned to their own personal learning needs. We regularly track engagement, consumption and satisfaction of our learning programs.

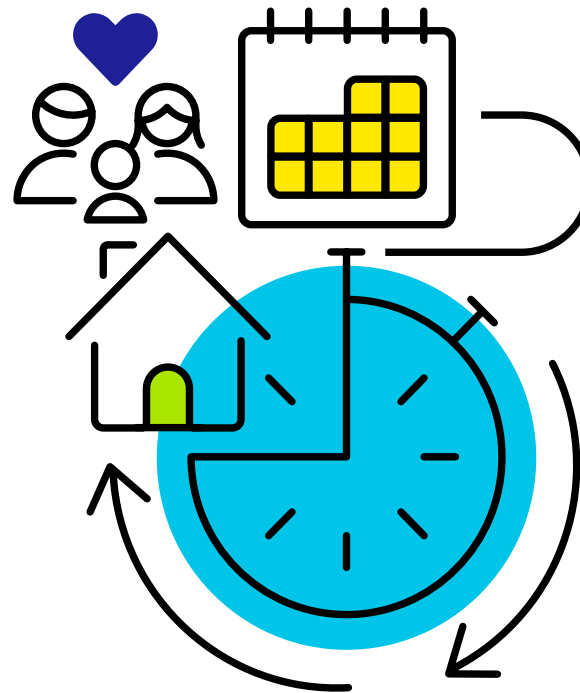
Inclusive, innovative culture

Inclusion advocacy

We build inclusive behaviors and create cultural agility through inclusion events and activities as well as training and leadership development programs. 3M Learn offers modules on inclusive behaviors skills-building, including **REAL Allyship training** which was rolled-out for the first time in the North Europe Region in 2022.

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.



Work Your Way and flexibility

COVID-19 showed us 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 enables well-being and productivity in ways that drive our business and performance goals.

Guided by our culture and focus on performance, Work Your Way emphasises four key pillars:

- **Founded in trust** – Employees are empowered to work in ways that support their role and preference
- **Built on virtual first** – Virtual collaboration through the use of technology is the standard

- **Meet with purpose** – Employees are encouraged to come together for moments that matter – virtually or in person
- **Based on impact** – Contribution to the organisation and embodiment of our culture is valued above location

For **nonproduction employees**, Work Your Way offers three broad options depending on local laws, regulations, work agreements, or other 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 our employees to make choices that benefit them, their work, their global team members and their friends and family makes 3M more competitive and agile.

While flexibility looks different for **production employees** because of the nature of their responsibilities, our objective to help support well-being remains and we continue to explore opportunities to offer flexibility for all. Many of our global production facilities provide opportunities for flexibility, including shift swapping, adjustable start/end times, part-time models, job rotations, flexible break times and flexibility around vacations, volunteering, school events, etc., with some options varying by site and geography.

3M takes pride in how our employees have been able to adapt, innovate and produce results while working their way. We continue to support flexible work arrangements, even as other companies try to apply one-size-fits-all approaches to where and when people work. It's just another way we innovate and experiment to attract and retain a high-quality workforce.

Everyday Wins

A global point-based recognition tool, Everyday Wins makes it easy and convenient to recognise fellow 3M employees when they embody our culture or go above and beyond. Our entire workforce, both production and nonproduction employees, can give and receive recognition points in real time on the platform.

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 across regions. Established in 2012, our process has led to excellent pay equity results in every country where we do business.

We start by gathering data from multiple surveys, analysing average pay for males and females and comparing the two (determining any raw pay gap). We then compare pay for males and females in each job and job grade. Finally, we compare by location and assess any disparity. Through consistent use of this process over the past decade, **we've achieved 100% gender pay equity in our global regions.**

As we work to achieve and maintain our goal of 100% pay equity globally, we leverage an annual salary adjustment process that continually supports and strengthens our pay equity results.

London to Helsinki

As part of our Engage Your Way employee experience, we challenged our employees in North Europe to come together to 'virtually' walk the distance between our region's most southerly and northerly capital cities, London and Helsinki, between Monday 22 and Sunday 28 May 2023. This is equal to 3,524,900 steps!

May is International Walking Month and we wanted this Challenge to support the mental and physical wellbeing of our employees, encourage them to get together for team walks and explore the urban and countryside spaces around their home and workplace.

Steps from all sources in work and personal time was logged during the week and was tracked using an app.

There were small prizes for the individuals and teams who contributed with the greatest number of steps towards the total, so there was no reason to not create some healthy competition between work groups, facilities and colleagues!

Together we made the steps but we also made a positive impact on our health and well-being!

NER

London to Hels!nk!!

Walking Challenge

Reconnect with Colleagues: Explore: Feel good!



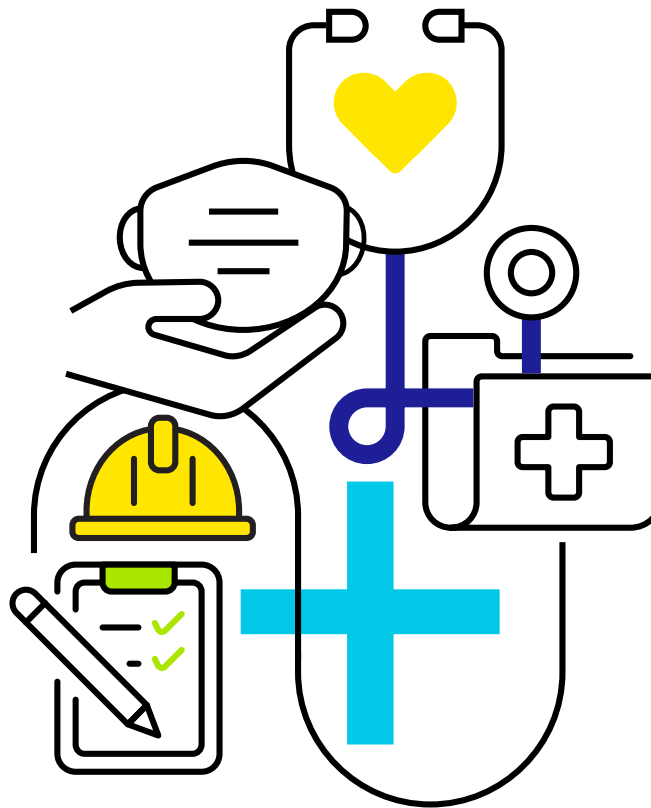
Environmental, health, and safety management

Our commitment

We're committed to fostering environmental, health and safety (EHS) stewardship throughout our operations and across our products. Our highest priority is the safety of our employees, our customers, our operating communities and the public.

Our impact

In 2023, 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.



3M is at the forefront of the global effort to bring science and innovation to workplace safety. We continually develop and implement global EHS policies, management systems and key performance metrics to drive improvement in each of our business groups.

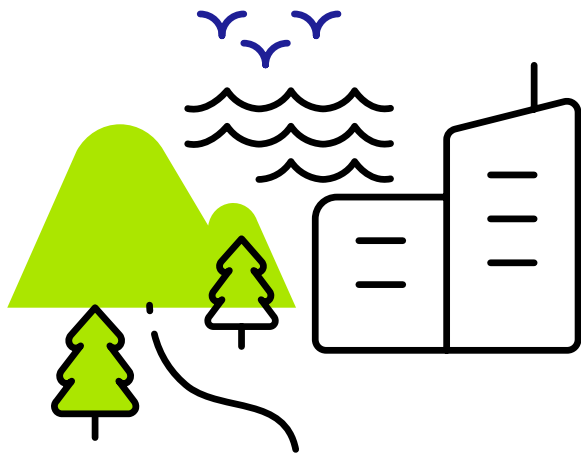
Global EHS team

3M's global EHS team provides direct on-site support to our operations through alignment with our Enterprise Supply Chain organisation. This team helps identify and manage EHS risks, evaluate compliance with regulatory requirements and 3M policies and standards, identify opportunities for improvement and share best practices internally and externally.

In addition, we maintain a global Environmental, Health and Safety and Product Stewardship (EHS&PS) governance organisation that aligns into our R&D organisation. This team establishes standards, provides deep subject matter expertise and conducts our EHS&PS compliance assurance process. It also works with 3M's Government Affairs organisation to advocate for EHS regulations and help inform the development of proposed regulations.

We recognise that success comes through collaboration with all organisations throughout 3M and we work across departments and functions to achieve EHS and operational priorities. Sites are ultimately accountable for our EHS performance, with the EHS team serving as coaching and technical experts available to any organisation, at every level, within 3M. In 2023, 100% of 3M manufacturing sites worldwide had active cross-functional EHS teams.

In 2023 the three manufacturing sites in Sweden kept focusing on the safety of our employees and all sites had their yearly EHS training days. In Västervik the topic was ‘The Power of thought’ and included several different stations and in Värnamo the focus was overall ‘Safety’ with inspiration from a ‘real-life’ case with an external presenter.



Applying ISO 14001

The ISO 14001 environmental management systems standard is an internationally recognised external approach to managing the immediate and long-term environmental impacts of an organisation’s products, services and processes.

To help sites comply with the current ISO 14001 standard, 3M provides ISO 14001 training modules in our global learning system. We offer web-based courses on general awareness, internal auditors, leadership management and more.

3M’s 2025 PFAS manufacturing and product portfolio exit

Per- and polyfluoroalkyl substances (PFAS) can refer to a broad category of thousands of compounds with distinct and widely varying properties and characteristics. They are used in everyday applications to promote durability, water resistance and many other qualities. 3M has shared information about our use of PFAS in our products [on our website](#).

3M announced it will exit PFAS manufacturing and will work to discontinue the use of PFAS across its 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 we will continue to innovate new solutions for customers.

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.

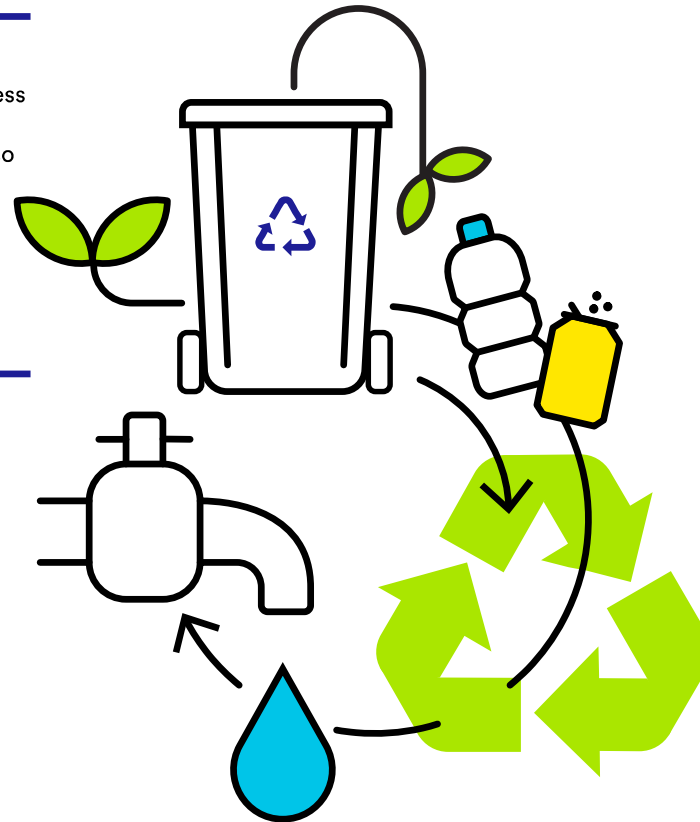
Circular materials

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 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.



The global economy is at a crossroads. Corporations have an opportunity to embrace new circular business models – ones that are regenerative and replenish rather than deplete natural resources. Organisations could measure success on the ability to accomplish more with fewer resources – selecting renewable and recycled materials and packaging, keeping products and materials in use and designing out waste and pollution. We see the circular economy as an opportunity to inspire leadership, innovation and disruptive change across all industries, meeting the needs of current and future generations.

Reusable, renewable and recycled materials

Plastic stewardship

Plastic pollution is a pressing global challenge and the production of fossil-based plastics negatively impacts the global climate through the release of greenhouse gas emissions. Compounding the issue is the management of plastic waste. The UN Environment Programme reports that, globally, less than 10% of all plastic waste ever produced has been recycled.¹

3M uses plastics and has a responsibility to address this challenge. As we work toward gaining a better understanding of our total plastic footprint and anticipate potential future regulations, we're reinventing our impact by innovating new product and packaging solutions that use less virgin fossil-based plastic and increase the use of recycled or bio-based plastic where appropriate.

1. UN Environment Programme: <https://www.unep.org/interactive/beat-plastic-pollution/>

Since 2021, we've achieved a 69.8-million-pound reduction in the use of virgin fossil-based plastic in our packaging and products toward our goal of reducing by 125 million pounds by the end of 2025. We've incorporated recycled and bio-based materials and reduced plastic use in products and packaging such as tapes and dispensers, sponges, workspace solutions, insulation, optical films, floor pads, sorbents and more.

The materials and infrastructure that support a global transition away from petroleum-based plastics are rapidly transforming and there's palpable momentum for change. We have a clear line of sight on our path forward and have created a measurement system to track our progress toward our plastics goal.

Packaging

Today's complex global supply chain, along with 3M's product diversity and markets, creates a landscape that does not lend itself to a one-solution-fits-all approach for product packaging. Our Packaging Sustainability Roadmap considers the evolving needs of this landscape and our responsibility to address them.

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



The roadmap places a special focus on circular package design. Our packaging engineers use a toolkit that defines circularity terms and highlights which packaging materials to select for specific outcomes, such as designing for reusability and recyclability, increasing recycled content, or transitioning to renewable materials. The toolkit includes a Packaging Recyclability Guide, which references global industrial aids and presents them in an easy-to-use format that simplifies selection of recyclable materials.

3M Pollution Prevention Pays (3P)

An industry first, 3M's 3P program, developed in 1975, is based on the belief that preventing pollution is more environmentally effective and more socially acceptable than treatment. In the last 48 years, the program has prevented nearly 2.89 million short tons of pollution, based on aggregated data from the first year of each 3P project.

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.

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

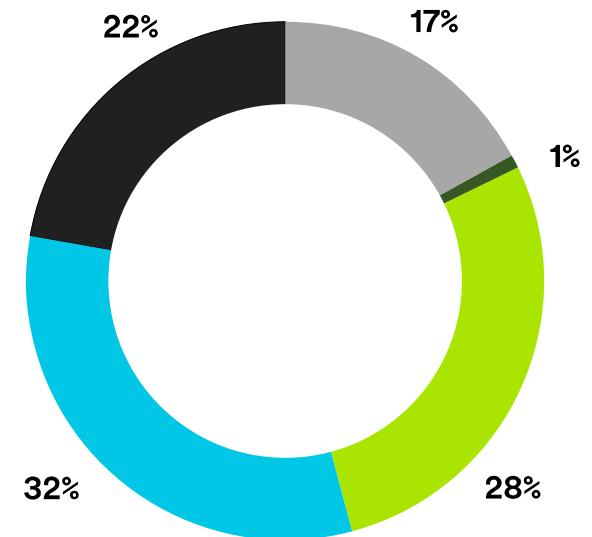
Corporate results:

Since 2005 we've decreased our waste, indexed to net sales, by 32%.

Nordic results:

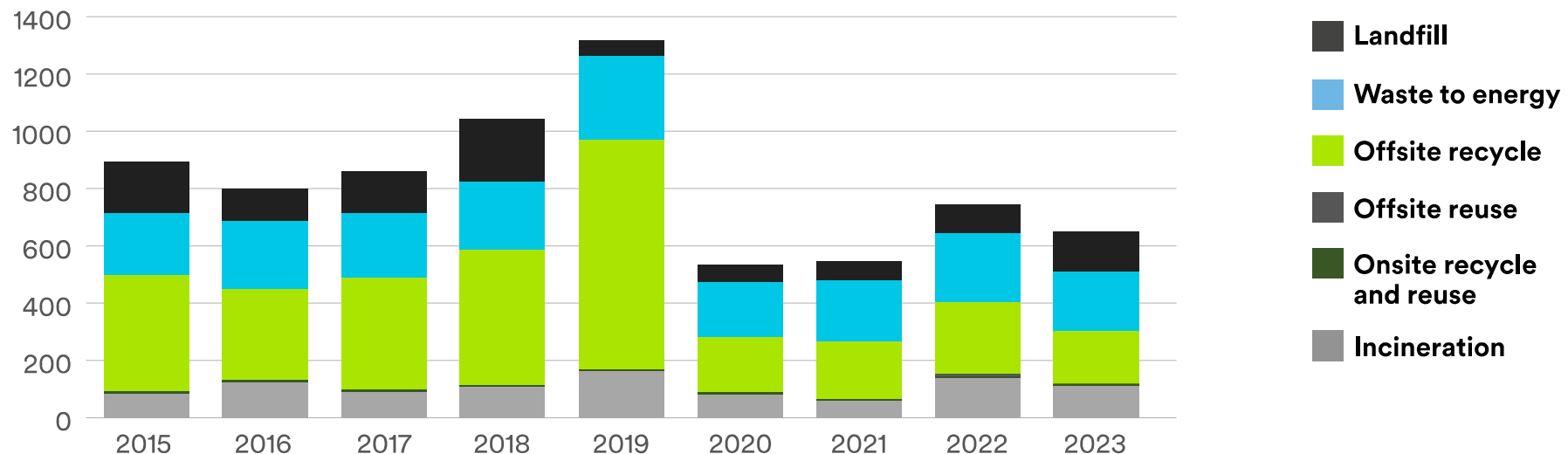
The three Swedish sites reduced the amount of material sent for landfill and incineration by 5.1%.

2023 waste diversion by type: Gagnef, Värnamo and Västervik



Waste usage: Gagnef, Värnamo and Västervik

Metric tons



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 working to improve the availability and quality of water 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.

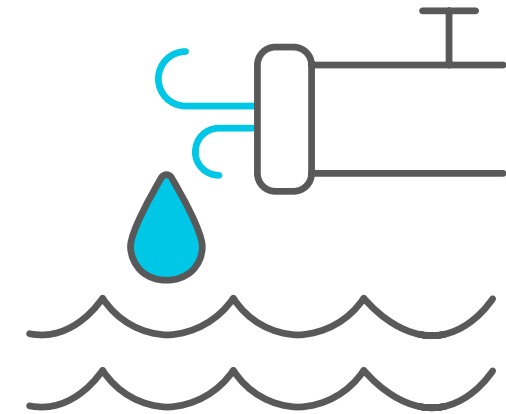
Our goal is to reduce global water usage by the following amounts: 10% by 2022, 20% by 2025 and 25% by 2030, indexed to net sales.

Corporate results:

Between 2005 and 2023, we decreased our total water usage by 54.1%, indexed to corporatewide net sales.

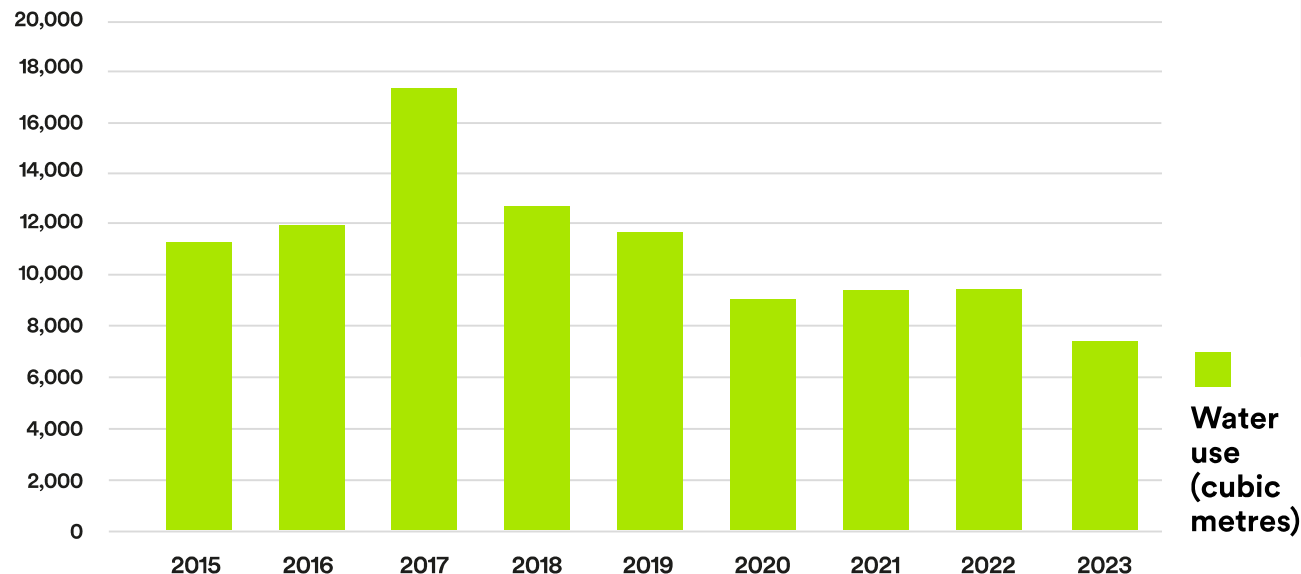
Nordic results:

Our water usage in the three Swedish sites decreased by 33.0% from 2015 to 2023 and 35.5% from 2019 to 2023.



At World Water Week in 2023, the Water Resilience Coalition held a workshop at the 3M office in Solna in Sweden on the ambition of net positive water impact and 3M participated in the first pilot program.

Water usage: Gagnef, Värnamo and Västervik



> Water usage decreased by

35.5%

in the three Swedish sites since 2019



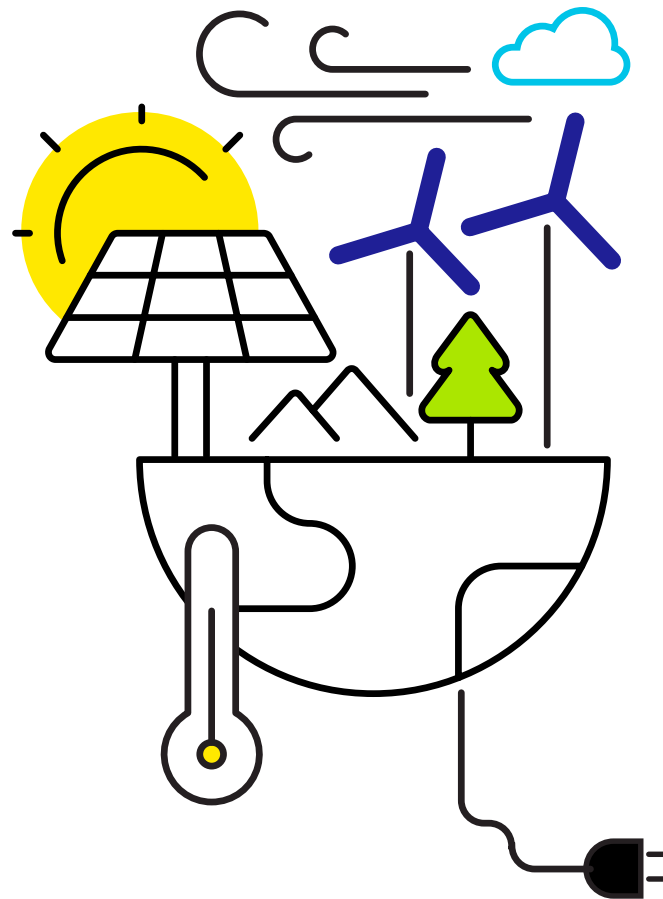
Climate

Our commitment

3M is committed to innovate to accelerate global climate solutions and decarbonise industry. 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. We work collaboratively with governments and global partners to advance our impact in meeting this important global challenge.



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 late 2023, we had a robust presence at the United Nations Framework Convention on Climate Change (UNFCCC COP28), where we engaged with and learned from our peers, strengthened collaborations with government, nonprofit and corporate partners and leaned into our five strategic focus areas:

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

Mitigating climate risk

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.

Energy use

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

Corporate results:

As of 2023, 3M improved energy efficiency, indexed to net sales, by 16.4% toward a goal of 30% by 2025 compared to 2015.

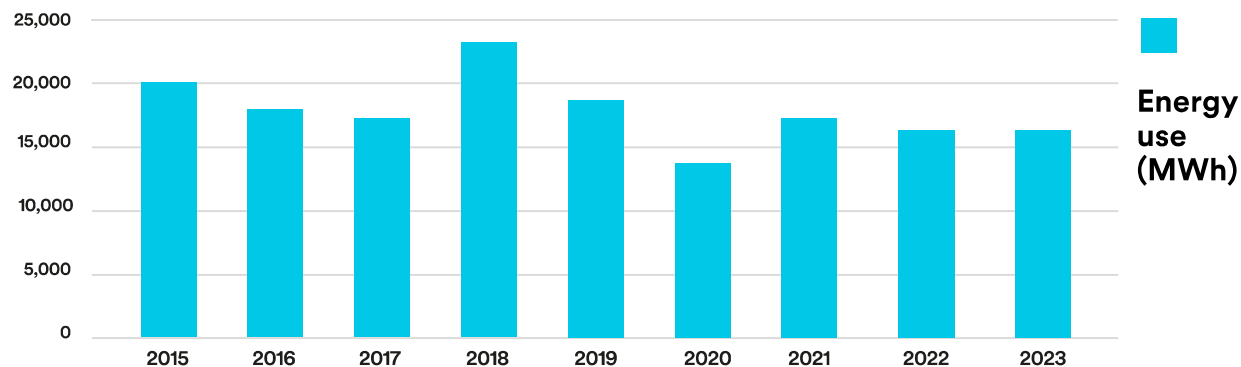
Nordic results:

In 2023, Gagnef, Värnamo and Västervik reduced their energy use by 18.7% from 2015.

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

➤ Reduced by
18.7%

Energy usage: Gagnef, Värnamo and Västervik



Renewable energy sources

In 2019, we began converting our sites around the world to be powered by 100% renewable energy. As of the end of 2023, we have 59 sites (manufacturing sites or other sites 30,000 square feet or larger) that are powered by 100% renewable electricity, comprising 56.2% of our electricity use. We continue to seek alternative energy sources at all 3M sites, including solar, wind and projects like utilised excess steam.

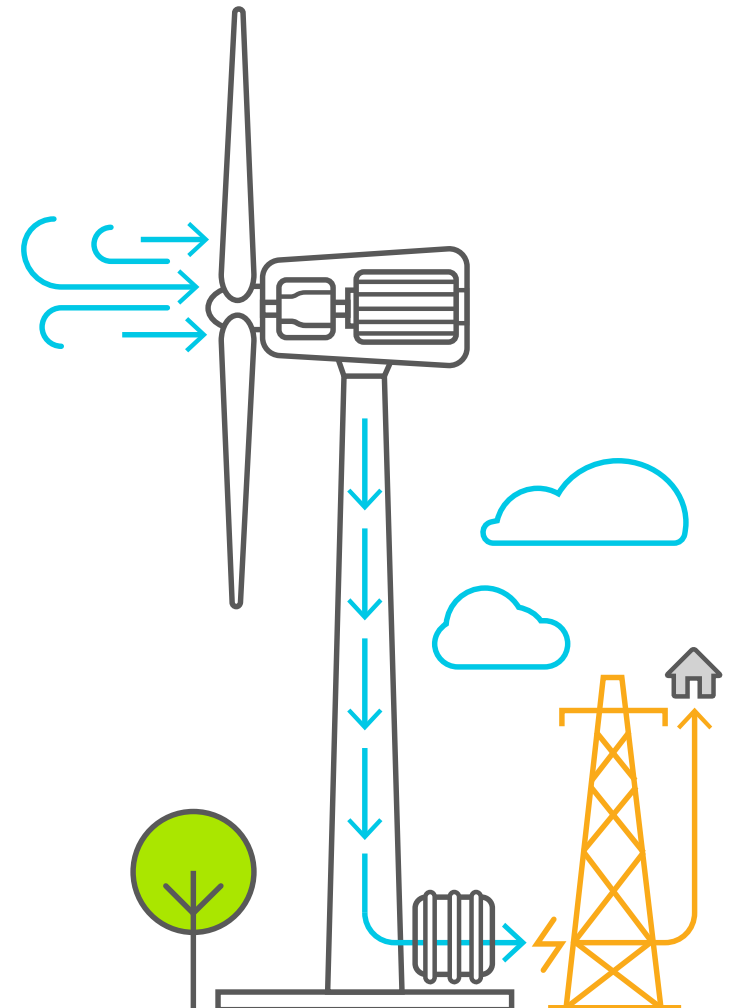
Our goal is to increase renewable energy to 50% of total electricity use by 2025 and 100% by 2050.

Corporate results:

As of 2023, we increased renewable energy to 56.2% of total electricity use globally.

Nordic results:

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



GHG emissions calculations for 2022 and 2023 in Sweden

Since 2022, the 3M EHS Laboratory has calculated 3M's GHG inventory in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard. It 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 86.0% since 2002, providing a direct and immediate reduction of our carbon emissions. During this same time frame, we achieved an 80.1% 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:

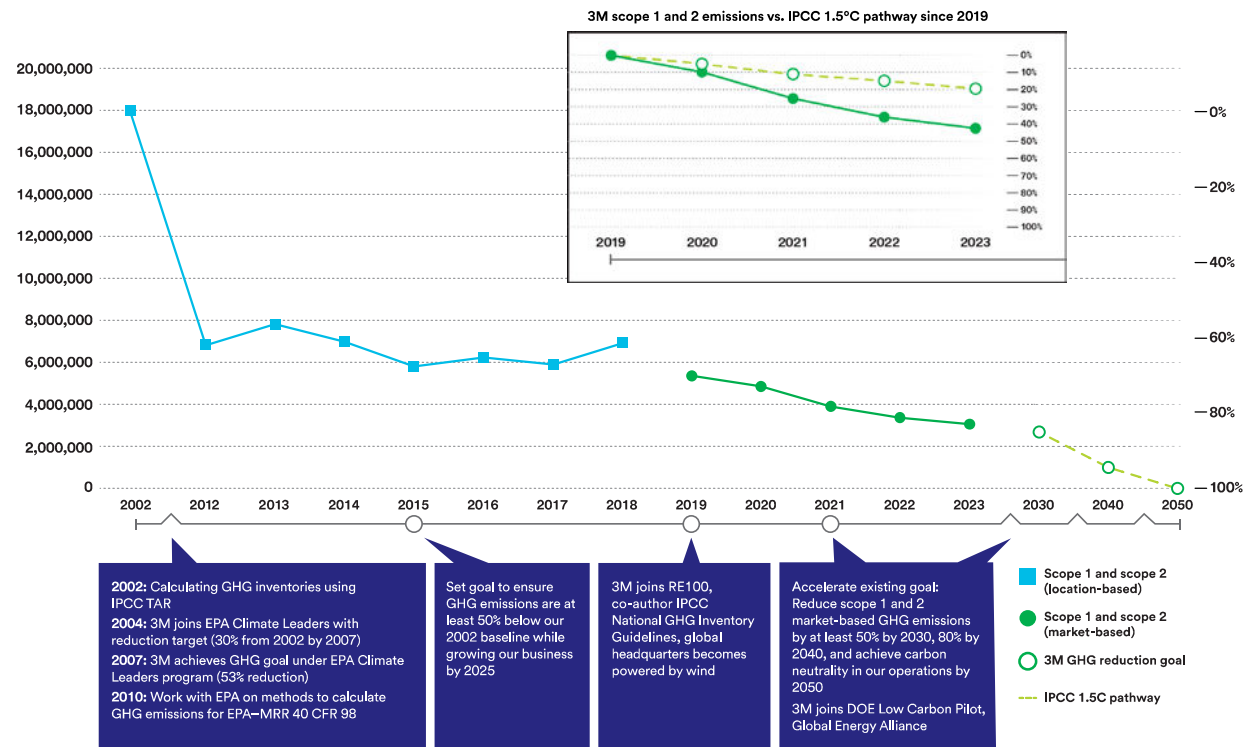
In 2023, we reduced our absolute scope 1 and scope 2 market-based emissions by 43.2% from a 2019 baseline.

Nordic results:

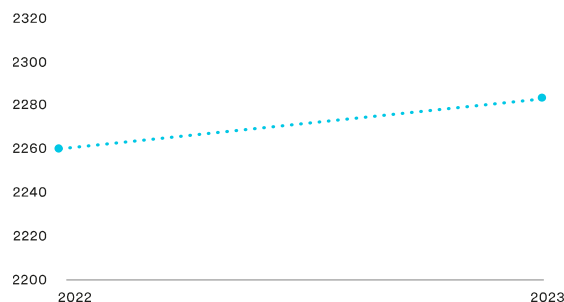
The sites in Sweden¹ have increased their scope 1 GHG emissions by 8.0% since 2021. During this timeframe, we experienced an increase in our total electricity use of 8.6%. We look forward to calculating our 2019 baseline and continue reporting on our GHG emissions.

¹Emissions 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 CO₂e)

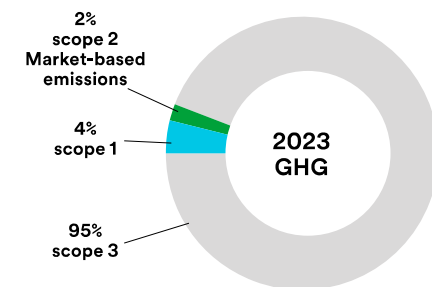


Scope 1 and 2 total, GHG emissions for Sweden manufacturing sites (metric tons CO₂ equivalent).



2023 GHG emissions for Swedish sites¹

Scope 3 does not include category 10, 11 and 12

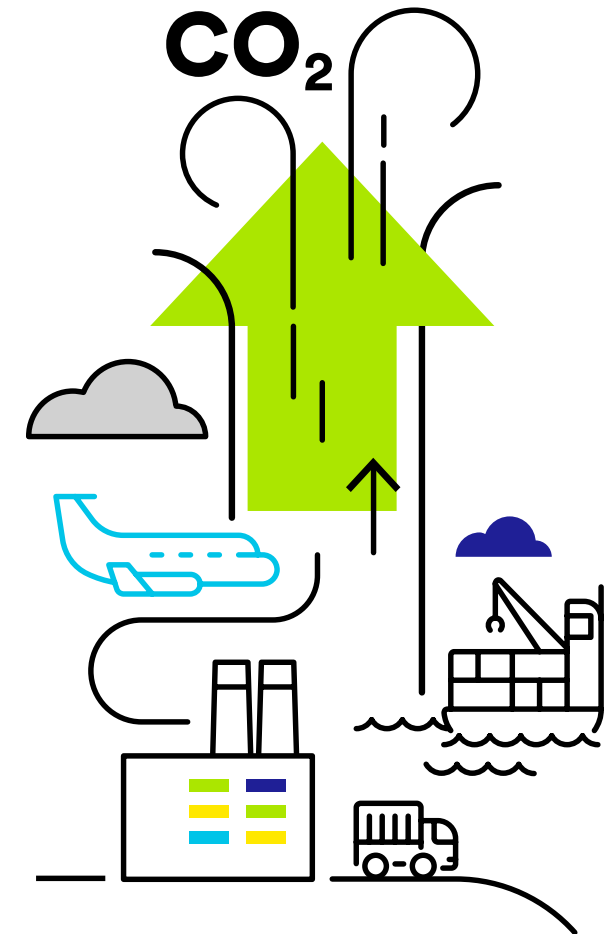


Scope 3 GHG emissions

3M has been developing our scope 3 GHG emission inventory since the WRI and the WBCSD published the GHG Protocol Corporate Value Chain (scope 3) Accounting and Reporting Standard in September 2011. Even before its release, 3M participated in the pilot of the standard, which includes requirements for calculating GHG emissions for 15 separate categories of emission sources, both upstream and downstream of our operations.

According to the GHG Protocol scope 3 Calculation Guidance, a company that produces intermediate products with many potential downstream applications – each with a potentially different GHG emission profile – cannot reasonably estimate the downstream emissions associated with the various end uses of these products. The methodology does not exist to calculate full scope 3 emissions for a company as complex as 3M, with 55,000-plus heavily diversified products across a variety of industries and potential end-use cases.

We continue to raise awareness with customers and suppliers about our need for more scope 3 emission tracking. Additionally, as we collaborate with them to meet their business needs and achieve their sustainability goals, we work to help them reduce their scope 1 and 2 emissions. Since we're always innovating, replicating successful processes across nearly 51,200 suppliers and countless global end users is an ongoing task. However, we understand its importance and urgency and we're constantly striving to be faster and more effective. See more data in our [Global Impact Report](#).



What are scopes?

Scope 1 – Direct emissions produced by an organisation's activity. For example, making a widget.

Scope 2 – Indirect emissions from an organisation's activity. For example, purchasing energy to light the widget factory.

Scope 3 – Indirect emissions from related activity up and down the value chain. For example, the emissions produced by a customer when using the widget.

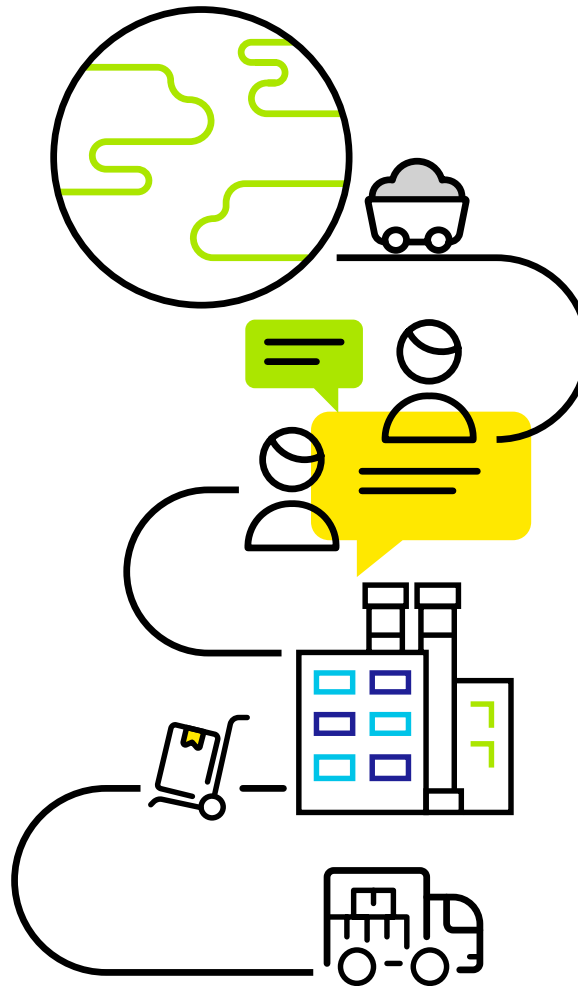
Suppliers

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 programs, 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.



3M's supply chain consists of nearly 51,200 suppliers in over 280 subcategories in 103 countries and regions. See supplier locations and spend in the Suppliers tab of [ESG metrics](#). As stated in our supplier contracts and purchase order terms and conditions, we expect suppliers to fully comply with all applicable laws, including human rights and environmental laws. Learn more at [3M Supplier Direct](#).

Policies and processes aligned with our values

Forced labor and human trafficking

[3M's Modern Slavery Statement](#) communicates our commitment to acting ethically and with integrity in all our business relationships and to using robust policies and effective systems and controls to prevent human rights issues in our organisation and in our supply chains.

Our commitment is also demonstrated in our membership in the United Nations Global Compact, in [3M's Code of Conduct](#) and in cooperative efforts to abolish human rights atrocities, especially human trafficking, forced labor, modern slavery and related crimes.

Due Diligence Management System

3M follows the Organisation for Economic Co-operation and Development due diligence framework for our responsible sourcing programs. 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 1, 2021.

Our supplier vetting process includes reviewing SRC expectations and reinforcing that we expect suppliers' programs and practices, as well as those of their subcontractors, to follow SRC standards. We disqualify new or existing suppliers that are not willing or able to meet our SRC.

SRC training is available online to help new employees or others understand 3M's SRC expectations, processes and supporting tools. The training covers our supplier expectations regarding labor and human rights, EHS, ethics and management systems requirements and is continually updated.

3M's Business Partners website 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.

The SRC outlines our social and environmental expectations in the areas of:

- **Labor** – Requirements align with the **3M Human Rights Policy** and include important concepts like freely chosen employment, restrictions on working age and appropriate working hours and wages. These expectations help our suppliers understand that their actions need to reflect our values on human rights as well as the values underlying the International Labour Organisation and relevant local and national laws. Learn more in **the Human rights section** and in **3M's Modern Slavery Statement**.
- **Health and safety** – We expect our suppliers to care as much about the health and safety of their workers and communities as 3M does and to use proper procedures and controls to protect them.
- **Environment** – Our suppliers are expected to be environmentally responsible in their operations by identifying environmental impacts and minimising effects on the community, environment and natural resources.
- **Ethics** – Our expectations align with the 3M Code of Conduct and hold our suppliers to the same high standards. Suppliers must prohibit any form of bribery and corruption and prevent conflicts of interest. The SRC outlines supplier expectations relating to grievance mechanisms. Anyone who has a concern involving 3M can use **3MEthics.com** as an alternative way to report it, with an option for anonymity in most countries.
- **Management systems** – We expect our suppliers to operationalise their alignment with the SRC, as well as all legal requirements and to commit to continual improvement.

In addition to following the SRC themselves, we expect our suppliers to establish aligned policies and programs and to enforce them with their own suppliers, pushing our high sustainability standards up our supply chains.

Supplier risk assessment and supply chain transparency

We are constantly managing changes in supply markets, such as through opportunities to achieve value and, where necessary, to mitigate risk and secure supply. In 2023, we continued to navigate and adapt to changes in the global supply chain.

We conduct risk prioritisation assessments each year to determine where to focus within each geographical area. We also focus our efforts on categories where social and environmental risks are the greatest. Beyond risk, we aim to leverage our supply chains as we advance a global circular economy by designing solutions that do more with less material.

Implementation and governance

3M's global Responsible Sourcing team, part of the Strategic Sourcing and Packaging Solutions organisation, implements our supplier risk assessment and auditing program. Oversight is provided by Strategic Sourcing leadership and a cross-functional executive committee consisting of leaders from 3M Enterprise Supply Chain. The Due Diligence Management System results are provided to the cross-functional executive committee at least twice a year, while the supplier risk assessment and auditing program's status and results are provided to Strategic Sourcing leadership and various business group partners.

We also have a robust governance framework that guides our sustainability and EHS activities, with primary Board-level oversight by the 3M Board's Science, Technology & Sustainability Committee.

Risk assessment process

Although it applies to all suppliers, our supply chain risk assessment process prioritises higher-risk suppliers. The process begins with a self-assessment questionnaire that helps us understand supplier programs and determine if they meet our expectations. The self-assessment questionnaire focuses on our SRC requirements. 3M may conduct a virtual or on-site assessment. We've integrated third-party ESG audit approaches, such as RBA's Validated Audit Program and others as applicable, into our verification process for suppliers in higher-risk categories. In 2023, we piloted third-party on-site SRC audits at six locations. Results were positive and we're exploring further use of third-party audits as we refine our assessment process.

We address any deficiencies through an SRC Corrective Action Preventive Action (CAPA) process. Follow-up on the CAPA may include additional audits. If a supplier is unable or unwilling to resolve any gaps or findings, the CAPA process moves to the Responsible Sourcing Supplier Issue Escalation process. If the supplier is still unwilling to work on the gaps or can't resolve them in a reasonable amount of time, a cross-functional team considers alternative actions to elevate and resolve the situation.

Since 2008, 3M has conducted over 8,600 on-site or self-assessments of prioritised suppliers in higher-risk countries. In 2023, we completed 285 assessments – about 6% of our higher-risk suppliers – in 31 countries, covering every geographic area of the world. See previous two years' assessments data in our metric tables in our [Global Impact Report](#).

Completed

285
assessments

in **31**
countries



Higher-risk supply chains

On top of our global SRC expectations, certain areas require additional and specific formal expectations to drive more sustainable, responsible practices. This includes our use of certain minerals with the potential to be sourced from conflict-affected and high-risk areas, our use of timber-based forest products and other renewable materials and all new suppliers in higher-risk countries in Asia-Pacific, Latin America, Europe, the Middle East and Africa.

Responsible mineral sourcing

3M deplores the violence and inhumane treatment that has occurred in the Democratic Republic of Congo, adjoining countries and other conflict-affected and high-risk regions as defined by global regulatory bodies. We're committed to prioritising the responsible sourcing of minerals in our raw material supply network and we use third-party risk assessments to help us achieve this. See our [Responsible Minerals Policy](#) for more details.

Since we started it, 3M's Responsible Minerals Sourcing program has gone through continual improvements based on insights from past campaigns and external benchmarking. Beyond 3TG (tin, tantalum, tungsten and gold), 3M's Responsible Minerals Sourcing program includes cobalt and mica sourcing to support industry expectations, 3M values and human rights policies. 3M expects our suppliers – and their suppliers – to adopt a similar policy and due diligence management system.

In addition, we're an active member of the Responsible Minerals Initiative (RMI), which develops tools and provides insight into emerging risks and assessments in raw materials supply chains. RMI conducts focus groups on due diligence and brings industry together to share ideas and best practices. Our membership gives us access to these valuable resources.

When we identify a nonconformant smelter, we conduct a robust due diligence process that may include contacting the smelter to educate them and encourage them to participate in the Responsible Minerals Assurance Process (RMAP) audit. We also engage with our direct suppliers that work with the smelter, asking them to conduct their own due diligence and remove the smelter if necessary. Ultimately, we want all our suppliers to conform with RMAP.

Learn more in 3M's Form SD and 3M's Conflict Minerals Report, which we'll publish with the Securities and Exchange Commission in May of 2024, at [Responsible Minerals](#).

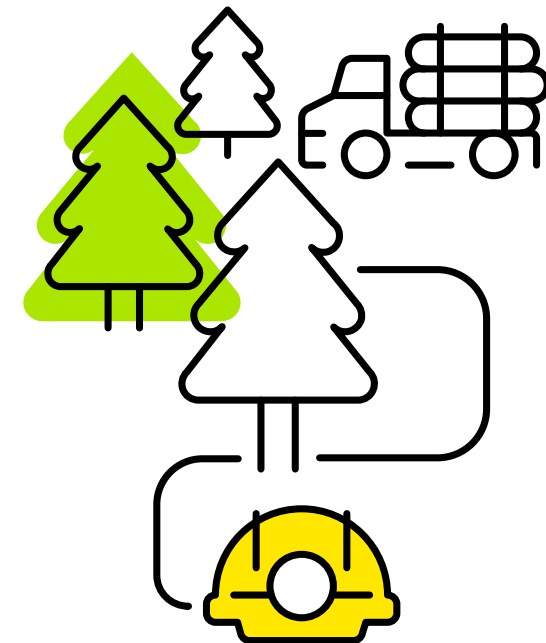
Forest product sourcing

3M prioritises timber-based forest products for additional formal expectations because of potential risks around deforestation and habitat loss, Indigenous peoples' rights and unsafe labor practices. As a global paper purchaser and sustainability leader, we can positively influence practices throughout the forest products supply chain. Our [3M Forest Products Sourcing Policy](#) sets standards of excellence for our suppliers through all tiers of supply.

We expect all forest products from our suppliers to contain materials that are legally harvested, sourced, transported and exported from their country of origin. In addition, we expect all suppliers to work to ensure that virgin-wood fibre supplied to 3M is traceable, is harvested in a way that maintains or enhances high conservation values and is free of deforestation.

To support our policy, we partner with Earthworm Foundation, a global nonprofit working with companies, farmers, nongovernmental organisations and governments to create solutions that serve people and regenerate nature.

We work with our suppliers around the world to map our global forest product supply chain down to the forest source. Using third-party software, we collect and analyse supply chain traceability and Due Diligence Management System information from our suppliers.





What we create

Innovation management 49

Customer-inspired innovation 51

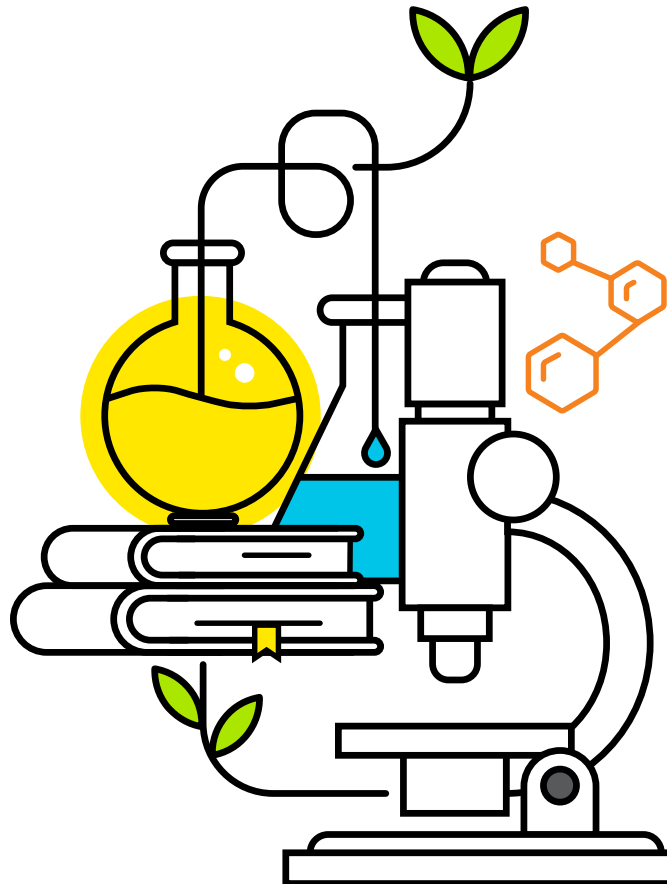
Innovation management

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 projects entering the new product commercialisation process have a Sustainability Value Commitment (SVC) 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.



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

William L. McKnight founded a company built on innovation. The 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. The projects and ideas that result may eventually become successful 3M products such as the 3M™ Emphaze™ AEX Hybrid Purifier, which helps remove impurities and DNA from cell cultures as scientists develop new protein-based therapies and drugs.

Imbedding sustainability into innovation

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 (SVC) for each new product.

An SVC describes how a product integrates environmental or social considerations to pursue the commitments of our Strategic Sustainability Framework. Examples include:

- Reusability, recyclability and use of recycled materials
- Reduction of waste and energy and water use
- Third-party eco-label or certification
- Responsible sourcing
- Social equity

3M Technology Platforms

Materials												Processing				Capabilities				Digital				Applications			
Ab Abrasives		Ad Adhesives		Em Electronic Materials												Di Display Components		Hd Healthcare Data Management									
Bi Biomaterials		Fi Films		Nw Nonwovens												Ms Modeling & Simulation		Ac Acoustic Management		Ec Energy Components		Lm Light Management					
Ce Ceramics	Fl Fluoro-materials	Pm Performance Materials	Am Additive Manufacturing	Pc Precision Coating & Web Processing	Rp Radiation Processing	An Analytical Science	Pr Process Design & Control	Cv Computer Vision	Ro Advanced Robotics	Bd Biodetection & Microbial Management	Eg Engineered Graphics	Mf Mechanical Fasteners															
Co Advanced Composites	Mm Metamaterials	Po Porous Materials & Membranes	Mo Molding	Pd Particle & Dispersion Processing	Su Surface Modification	Cp Converting & Packaging	Sd Sustainable Design	Ds Data Science & Analytics	Se Sensors	Cs Connected Systems	Fe Flexible Electronics	Sw Skin & Wound Management															
Do Dental & Orthodontic Materials	Nt Nano-technology	Rm Release Materials	Mr Micro-replication	Pp Polymer Processing	Tf Thin Film & Plasma Processing	In Inspection & Measurement	We Accelerated Weathering	Es Electronic Systems	Ss Software Solutions	Dd Digital Dentistry	Fp Filtration & Purification	Tm Thermal Management															

In 2023, we conducted an internal annual SVC quality audit of all active projects tracked in our new product commercialisation process. Our audit reveals where and when product development teams might need additional training or tools. It also allows us to recognise when product developers have similar challenges – such as finding and implementing cost-effective solvent-free technologies, recyclable packaging, or other sustainable raw materials – and connect them with each other. Our SVCs are also reviewed through our third-party assurance process.

Assessing the sustainability of our products

For select 3M products, we conduct Life Cycle Assessments (LCAs), Environmental Product Declarations (EPDs), product carbon footprints and screening assessments, which help 3M divisions better understand the potential impacts of their product

development decisions. With all of these resources, we're able to make more informed sustainable design decisions, substantiate environmental marketing claims and supply upstream product-level sustainability data – all helping us better serve our customers.

3M's LCAs and EPDs conform to ISO 14025, ISO 14040 and ISO 14044 standards. We used The International EPD® System's process certification to create EPDs for construction products and contracted with SGS Italy to complete a third-party audit. Our EPDs for construction products can be found in the **EPD Library**, including for the following products:

- 3M™ Stamark™ High Performance Tape Series 380ESD
- 3M™ Sun Control Window Film Prestige 70 Exterior Series
- 3M™ Aura™ Particulate Respirator

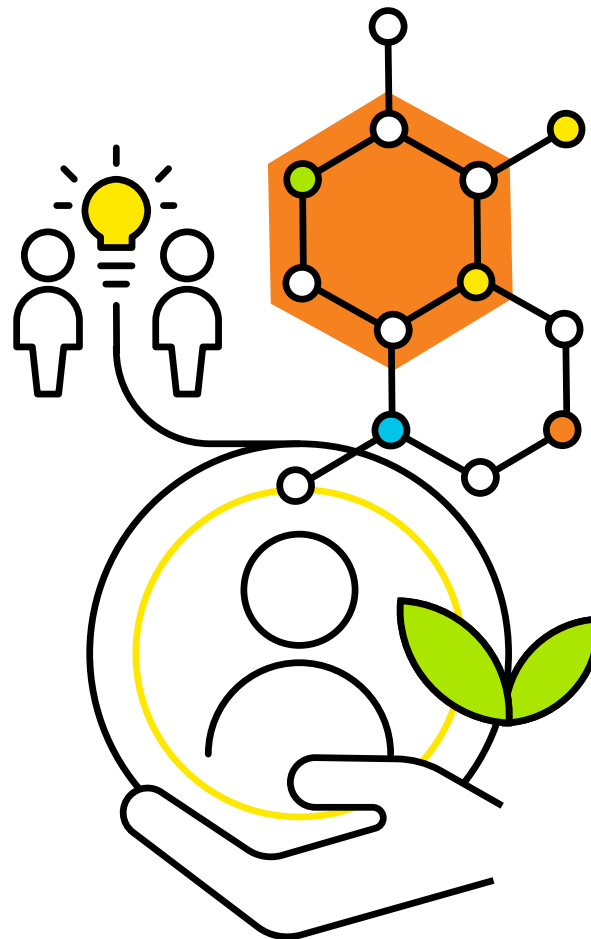
Customer-inspired innovation

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

In 2023 we invested \$1.8 billion, or 5.6% 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.



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 CO₂ 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 2023 alone, we estimate that our customers avoided emitting 13.8 million metric tons of CO₂ equivalents through the use of select 3M product platforms. Since 2015, this is a total avoidance of 135 million metric tons of CO₂ equivalent emissions for our customers. This estimation covers only a portion of our product portfolio. See more data in our metric tables in our [Global Impact Report](#).

Our products have helped customers avoid emitting

135M

metric tons of CO₂ equivalents since 2015

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.

Customer collaboration

For collaboration that results in meaningful innovation – solving real problems – it's essential to be close to our customers. We have several Innovation and Customer Technical Centers across the globe where our customers can experience first hand the breadth of 3M technologies and products and their potential applications.

When we can't be physically present, many of our application engineers have been able to use mixed reality (MR), augmented reality (AR) and virtual reality (VR) technology to connect with customers even more powerfully than before.

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 SDGs focused on health care, worker safety and economic growth.

Building on our existing customer education programs, we've created training libraries that customers can access anytime and anywhere. Formats include on-demand education, live webinars, in-person events and education resources.

- We deliver educational content to health care professionals in health care settings, at professional conferences and through digital learning experiences – all around the world – through 3M™ Health Care Academy.
- Our Personal Safety Division **provides relevant training** on workplace safety hazards and health risks, personal protective equipment and the proper use and maintenance of 3M products.

In 2023, the total number of health and safety training instances was over 3 million, putting us well past our 2025 goal of 5 million instances since 2015. Training instances are measured as the number of completions per course per year and include webinars, our e-learning platforms and in-classroom events. See more data in our metric tables in our [Global Impact Report](#).



We surpassed our 2025 goal with over

8M

health and safety training instances since 2015



Site spotlights

Gagnef	54
Värnamo	55
Västervik	56

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

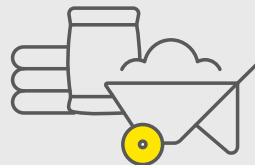
Creating patterns on the glass welding shields traditionally required a screen-printing process, that used two tonnes of hydrochloric acid, ferric chloride and sodium hydroxide per year. This energy-intensive process was then followed by UV curing and chemical treatment, generating 2000kg of etching material that had to be disposed of.

The new process uses high-tech lasers operated by a robot to etch the glass instead. As well as the impressive savings outlined above, waste disposal has been eliminated.

The production process, developed by Project engineer, Gustav Ek, has led to an Exceptional Project Recognition in 3M's Pollution Prevention Pays (3P) programme for delivering a 90–95% reduction in chemicals usage; 10% reduction in water consumption; and a 15% reduction in electricity.



Circular



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

Climate

> Increased energy use

26.5%

in Gagnef since 2015 but with a 4 percent decline from 2021.

> Renewable energy

100%

of total electricity use in Gagnef.

Community

At Gagnef, the division of the total workforce is 63% men and 37 percent women; a similar split is reflected in management roles.

> Female representation

37.0%

in the management team and total workforce.



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

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.

The Värnamo site is continuing to move over both product packaging and shipper boxes to responsible sources and making the boxes recyclable.

As of May 1, 2024 Ilker Senguzel was appointed Plant Manager in Värnamo.



Circular

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

➤ **Achieved**
100%
zero landfill site since 2020.

Climate

➤ **Reduced energy usage by**
23.0%
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 44 percent and female representation in the total workforce is 45 percent.

➤ **Female representation**
45.0%



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

In 2023 there were no recordable or lost time injuries at the Värnamo site.

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.

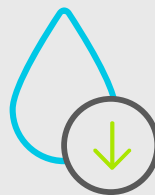
The 44,000 square metre plant is located in south-eastern Sweden, 1km from the Baltic Sea. There are around 80 employees at the site, led by Louise Madsen and 73 of these work in production roles.

Västervik has three value streams where they produce Hot Pressed grinding wheels used for slab and billet grinding in the steel industry, Cold pressed grinding wheels used for steel, automotive and bearing industries and Super Abrasive wheels used for tool and insert grinding. 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.



Circular



Reduced water usage by
62.7%

in Västervik since 2019.

Climate

➤ Reduced energy usage by
23.0%

in Västervik since 2015.

➤ Renewable energy
100%

of total electricity use in Västervik.

Community

At Västervik females make up just 11 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.

➤ Female representation
67.0%

in management team.



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



About report

About report, scope and boundaries	58
Assurance statement	60

About report, scope and boundaries

Report schedule and period

Current issue: June 24, 2024

Next issue: June 2025

Previous issue: June 26, 2023

This report provides a summary of the activities carried out in the fiscal year 2023 (January 1 to December 31, 2023).

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

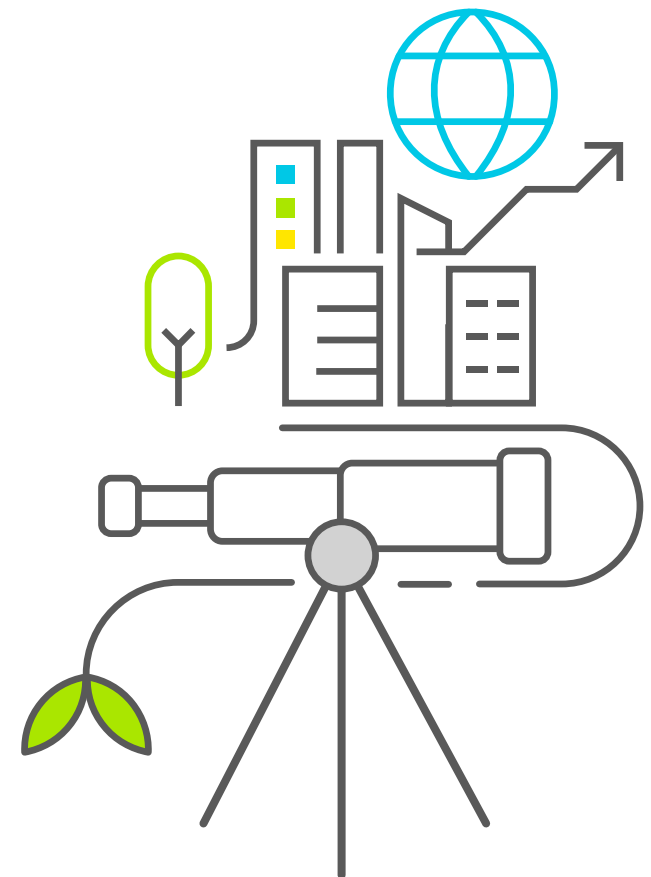
Topics included in this report and the material aspects we cover were prioritised based on our 2024 Global Impact Report and relevance.

The data provided in this report through facts and figures is based on activities carried out during 3M's fiscal year 2023, 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, 2023, to December 31, 2023. 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 section 99a and the Swedish Annual Accounts Act on Non-Financial Reporting.

This report complements 3M a/s, 3M Svenska AB and 3M Norge AS Annual Reports. Collectively 3M's Annual Reports 2023 and 3M's 2024 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: Unlock the power of people, ideas and science to reimagine what's possible.

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





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 2023 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

2024-06-19 09:57:04 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: CO₂, N₂O, CH₄, HFCs, PFCs, SF₆, Kyoto Protocol

GHG Emissions Statement:

- Scope 1:** 1,810 metric tons of CO₂ equivalent
- Scope 2 (Location-Based):** 473 metric tons of CO₂ equivalent
- Scope 2 (Market-Based):** 324 metric tons of CO₂ equivalent
- Scope 3:**
Upstream Transportation and Distribution: 5,630 metric tons of CO₂ 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, 2023 to December 31, 2023

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 ±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 Ronde, Lead Verifier
Senior Project Manager
Apex Companies, LLC
Lakewood, Colorado

David Reilly, Technical Reviewer
Senior Project Manager
Apex Companies, LLC
Santa Ana, California

June 20, 2024

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 the public or other organizations but without accepting or assuming any responsibility or liability on our part to any other party who may have access to declaration.



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