




Science.  
Applied to Life.™


2025 Global Impact Report

# Building what's next


# Contents

**Introduction**

Message from our Chief Executive Officer	3
Message from our Chief Sustainability Officer	3
Looking ahead	4
3M at a glance	5
Building what’s next	6

**Our workplace**

Our employees	10
Environment, health, and safety	12

**Innovation**

Innovation management	15
Customer-inspired innovation	19

**Circularity**

21

**Climate**


25

**Communities**

32

**Governance**

Corporate governance	35
Integrity and compliance	37
Human rights	40
Suppliers	41

**Appendix**


About report, scope, and boundaries	43
GRI index	46

**On the cover**

3M™ DICHROIC film changes color, providing a dynamic effect when viewed from different angles. It leverages 3M’s strong technology base and history of evolving film solutions for various applications, ranging from traffic signage to electronics.

**In the report**

Throughout the 2025 Global Impact Report, we’re featuring photos taken by 3M employees. Our employees are committed, engaged, and passionate about our impact as we innovate, grow, and help build a brighter future.



**See more**

Download our [nonfinancial metrics](#) for 2024 data.

View additional content on our [Global Impact website](#).



# Introduction



## Message from our CEO

**William M. Brown** | Chairman of the Board and Chief Executive Officer



2024 was a pivotal year for 3M. We spun off our health care business, now known as Solvatum, and made significant progress on other foundational business matters. I am proud of the way our team has navigated these transformational changes.

We have also significantly improved our performance by raising our own standards of excellence in everything we do. That includes progress on our sustainability commitments. As this report details, in 2024 we strengthened customer

collaborations to create and introduce products for carbon capture, the energy economy, and more. And we continued to manage our product portfolio, upgrade technologies, and improve energy efficiency across our facilities.

In 2025, we will build on this progress with our new operating model and performance culture, “3M eXcellence.” This effort spans every part of our company — from R&D to sales, supply chain, and activities in each function — and our commitments to sustainability will continue to be a key part of what drives excellence across our enterprise.



## Message from our CSO

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



3M’s commitment to sustainability was evident across our businesses, products, and geographies in 2024. Our efforts delivered measurable results, including:

- 59.1% reduction in greenhouse gas emissions since 2019
- 21.4% increase in water efficiency since 2019
- Reduction of 98.2 million pounds in our use of virgin fossil-based plastic since 2021
- Approximately 90,000 global general volunteer hours in 2024

In 2024, the Science Based Targets initiative (SBTi) validated 3M’s near-term carbon reduction targets for scopes 1, 2, and 3. We’re ahead of our 2030 scope 1 and 2 targets and making strong progress on scope 3.

We continue to expect a Sustainability Value Commitment for each new product we commercialize. This helps our products advance sustainability, improve competitiveness, and meet customer demands. Examples include technology for automotive electrification, industrial automation, data center efficiency, and consumer products like Post-it® 100% Recycled Paper Super Sticky Notes.

Looking to 2025 and beyond, 3M aims to leverage sustainability as a driver of business growth, operational excellence, technological innovation, and product competitiveness. We are committed to contributing to a thriving economy, responsibly managing resources, creating opportunities in communities, and doing so in collaboration with others.

# Looking ahead

At 3M, our sustainability strategy supports the achievement of our business objectives across all organizational functions and all three business groups. In alignment with this, we're taking action to reignite our innovation engine, launch more new products, and achieve operational excellence in 2025 and beyond.

## Environmental actions

We continue to make progress on our scope 3 emissions, especially in transportation and distribution. Through ongoing collaborations with transportation partners and adjustments to our internal logistics processes, we're seeing notable advances in categories 4 and 9. We look forward to achieving more reductions across all modes of transportation in the future.

Our efforts to reduce waste, energy use, and water use continue across the organization. This moves us closer to our reduction targets while also providing cost and resource efficiencies — driving business value and improving operational performance.

## Our communities

3M is an engaged member of our communities around the world. We know that strong communities support local economies, a robust workforce pipeline, and community well-being. We've identified workforce development as a key area where 3M can make a difference.

We offer training and education opportunities in STEM and the skilled trades through a set of robust and wide-ranging programs at our headquarters campus, in local communities, and through organizational partnerships. As we help grow a pool of skilled people for industries that need them, we'll contribute to a sustainable economy well into the future.

## Our people

From scientists and engineers to production supervisors and project managers, our employees bring energy and enthusiasm to 3M every day. We continually evolve our employee offerings and programs in response to regular feedback and changing organizational needs.

In 2024, we launched Journey to Zero, an internal campaign to further our safety culture. The campaign challenges all 3M employees to do their part to help achieve reduction goals for injuries, fires, and spills.

Our employees offer a wealth of experience and skills, and they want to contribute to the world around them. In the coming months and years, we intend to strengthen connections between our people and communities through a focus on volunteerism.

## Customer collaborations

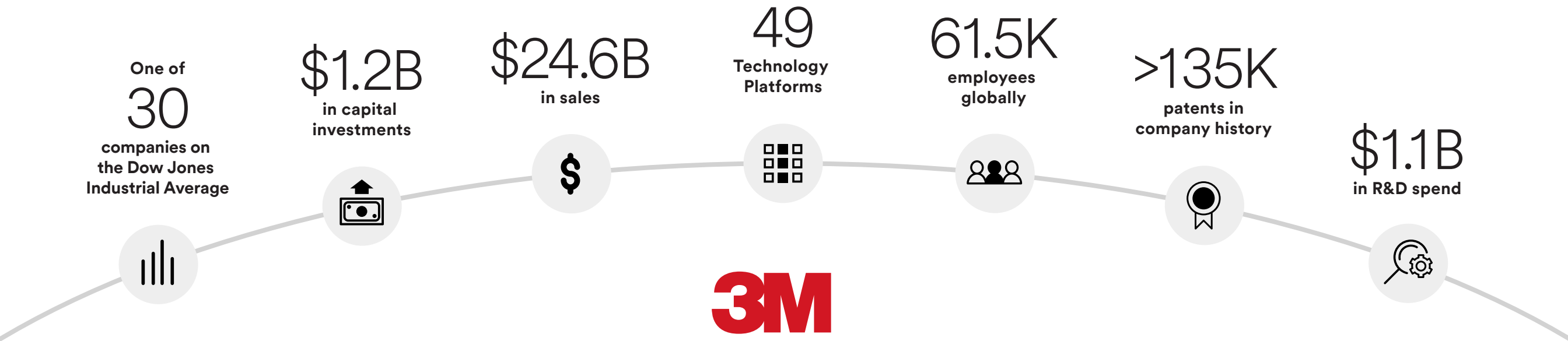
Collaboration with our customers continually drives innovation across the enterprise. Prioritization of our customers is at our core: We apply our skills and perspective to create solutions customized to their needs and designed hand in hand with them.

As we help customers meet their sustainability goals, we reinforce and advance our own sustainability ambitions. Ultimately, we aim to help customers develop and launch products across markets including climate tech, consumer electronics, sustainable packaging, automotive electrification, and more — creating inspired partnerships and leading to sustained growth for 3M.





# 3M at a glance



Our purpose:

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



# Building what's next

3M is committed to contributing to a brighter future through our people, products, and operations. We use science to build what's next as we rise to the challenges facing our planet and its people. As these challenges evolve, we're accelerating our exploration of areas like climate technology, industrial automation, sustainable packaging, and automotive electrification.

## The power of 3M

3M is a diversified technology company with a global presence in the following businesses: Safety and Industrial; Transportation and Electronics; and Consumer. On April 1, 2024, 3M completed the previously announced separation of our health care business. Read about 3M's three business groups in our [2024 Annual Report on Form 10-K](#).

## Our value chain





## Our evolving sustainability strategy

On April 1, 2024, 3M completed the spinoff of our health care business into a new public company named Solventum.

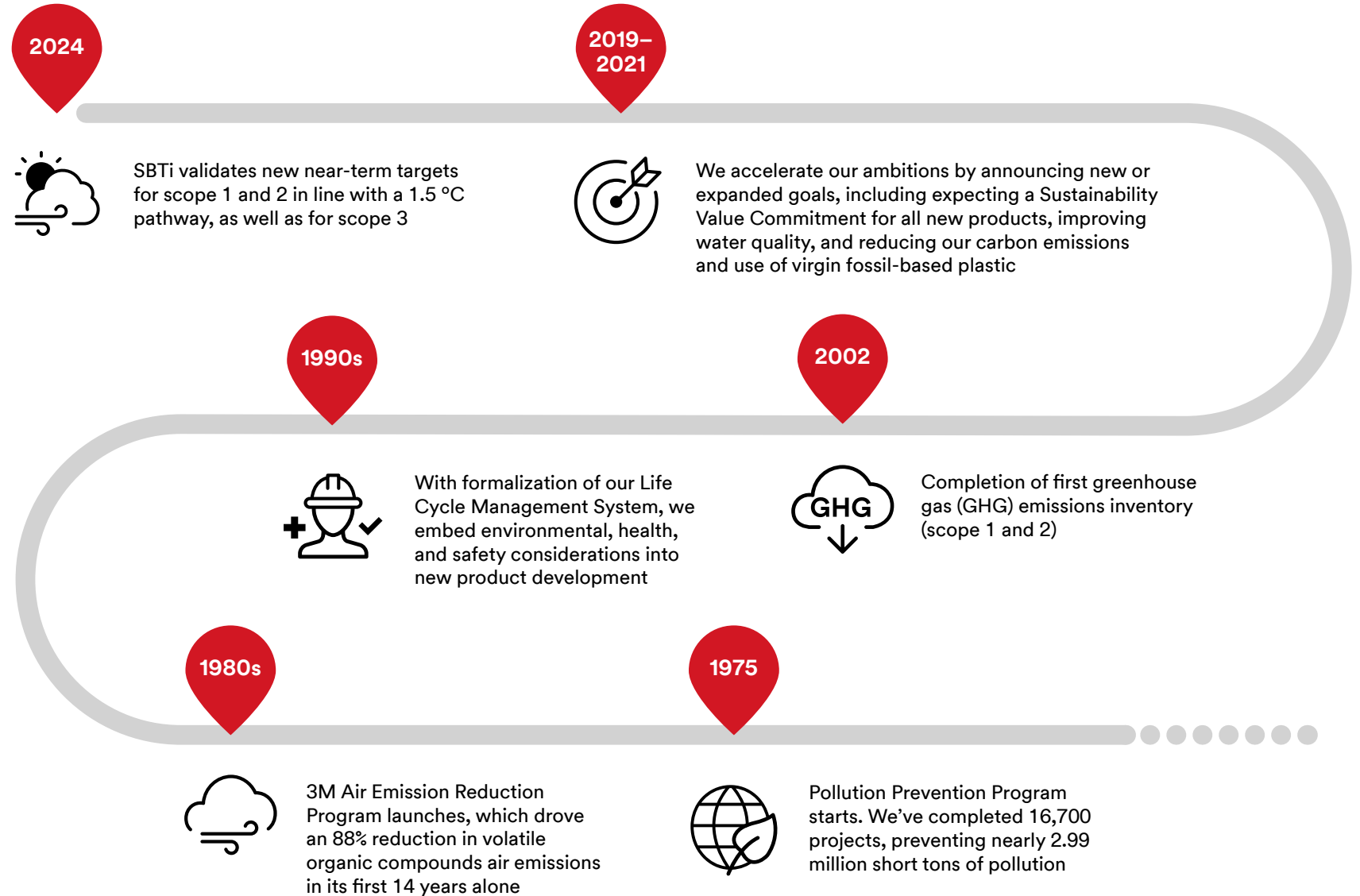
As we've moved ahead with 3M's continuing operations, we remain aligned around our three sustainability pillars:

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

We've further refined our targets and aspirations with a strong focus on carbon, water, and plastics. Emphasizing these major areas helps us streamline our efforts and supports 3M's priorities of reinvigorating top line growth, driving operational performance, and effectively deploying capital.

In the summer of 2024, we shared 3M's progress, inclusive of Solventum, toward our sustainability targets through Q1 2024. For 3M's continuing operations, our current carbon, water, and plastics targets and 2024 results can be found within this report in the **Climate** and **Circularity** sections. We continue to evolve our sustainability strategy based on business priorities and external drivers.

## A history of taking action



# Stakeholder engagement

Stakeholder engagement and collaborative efforts on our priority topics are core to how we drive our strategy and actions. We continually look to our stakeholders to increase our understanding and awareness, gain 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"><li>• Train and educate employees in company sustainability practices and procedures</li><li>• Gather employee feedback through surveys and crowdsourcing platforms</li><li>• Provide learning, development, coaching, and mentoring opportunities</li><li>• Offer undergraduate and graduate internships in engineering, research and development, IT, and more</li></ul>
Investors and shareholders	<ul style="list-style-type: none"><li>• Meet with shareholders to learn about their perspectives on governance and sustainability issues</li><li>• Share information related to economic, environmental, social, and governance issues</li></ul>
Customers and business partners	<ul style="list-style-type: none"><li>• Capture the voice of the customer to inspire next-generation innovation</li><li>• Provide diverse product solutions with sustainability attributes</li><li>• Support customers in their efforts to drive sustainability up their supply chain</li></ul>
Government/regulators, nonprofits, NGOs, and experts	<ul style="list-style-type: none"><li>• Partner and collaborate with organizations on sustainability initiatives and events</li><li>• Collaborate on policy development and implementation</li></ul>
Local communities and consumers	<ul style="list-style-type: none"><li>• Support and participate in community-building activities across our value chain</li><li>• Contribute time, effort, skills, and expertise through a variety of volunteer programs</li></ul>
Supply chain	<ul style="list-style-type: none"><li>• Provide training and guidance on our Supplier Responsibility Code</li><li>• Collaborate to identify, resource, and amplify sustainability initiatives</li></ul>



Photo by Nick Hinnerichs,  
Sourcing Manager – Global Ocean  
Logistics, United States





# Materiality assessment

Every other year since 2014, 3M has commissioned an independent research consultancy to help us better understand our stakeholders’ perspectives on key issues. We’re currently in the process of finalizing our 2024 assessment. While we do so, we continue to use our 2022 assessment, which 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 organizations, corporate/private sector, academics, consultants, government, media, finance, trade associations, and think tanks, and they represented 3M’s four 2022 business groups and all areas of operation.

Following the 2022 assessment, we analyzed stakeholders’ insights and inputs and developed our sustainability priority topics. The materiality assessment categorizes topics into three priority tiers:

- Tier 1 – Greatest potential for 3M to have impact
- Tier 2 – High potential for 3M to have impact
- Tier 3 – Moderate potential for 3M to have impact

# 2022 materiality assessment priority tiers

Tier	2022 priority topic	
1	<ul style="list-style-type: none"><li>Product innovation to solve climate, health, and safety challenges</li><li>Sustainable products and services</li><li>Climate change and GHG emissions</li><li>Energy usage and use of renewables</li></ul>	<ul style="list-style-type: none"><li>Ethical and transparent business practices</li><li>Chemical management</li><li>Safety of products and services</li><li>Health and safety of employees and contractors</li></ul>
2	<ul style="list-style-type: none"><li>Workforce composition</li><li>Infectious disease and public health issues</li><li>Plastic and packaging waste</li><li>Water stewardship</li><li>Designing products and packaging with less or no waste</li><li>Manufacturing waste</li><li>Community health, safety, and well-being</li></ul>	<ul style="list-style-type: none"><li>Responsible sourcing and supplier sustainability</li><li>Human rights and labor practices in the supply chain</li><li>R&amp;D investment</li><li>STEM education, training, and workforce development</li><li>Employee training, development, and well-being</li></ul>
3	<ul style="list-style-type: none"><li>Collaboration and partnerships</li><li>Biodiversity and ecosystems</li><li>Water usage and availability</li><li>Employment and reskilling to improve outcomes in communities</li><li>Access to safe and affordable drinking water</li></ul>	<ul style="list-style-type: none"><li>Economically disadvantaged populations</li><li>Air quality</li><li>Advocacy, public policy, and engagement to support and promote social well-being, science, health, environment, and safety</li><li>Supplier development</li></ul>

# Report governance

Data provided in this Global Impact Report include information focusing on 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 the 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. The Audit Committee of the Board of Directors also reviews 3M’s internal procedures and controls for the preparation of this report and the independent third-party assurance process.

Learn about 3M’s corporate governance, including for sustainability matters, in [the Corporate governance section](#).



# Our workplace



## Our employees

At 3M, we bring together people who have different technical expertise, industry knowledge, mindsets, backgrounds, and experiences as a catalyst for innovation and growth. We're committed to developing employees, building a culture of excellence, and providing competitive pay, benefits, and recognition programs.



Learn more at [People and Community](#) and at [Our employees](#) on our sustainability website.

Employee headcount as of December 31, 2024, was approximately 61,500.

### Workforce governance

3M's chief human resources officer, an executive vice president role, regularly reports to the Board's Compensation and Talent Committee on strategies for compensation and talent sourcing, retention, and development.

The **Respectful Work Environment Principle** of 3M's Code of Conduct prohibits all forms of discrimination or harassment against applicants, employees, vendors, contractors, or customers on the basis of race, color, creed, religion, sex, national origin, age, disability, veteran status, pregnancy, genetic information, sexual orientation, marital status, citizenship status, status with regard to public assistance, gender identity/expression, or any other reason prohibited by law.

### Employee engagement

At 3M, we know that engaged employees are more productive and committed, more satisfied with their work, and more likely to stay longer. We maintain a work environment where all our people are respected, supported, and encouraged to take initiative to develop and excel.

#### Listening and learning

For more than 50 years, 3M has conducted surveys to gather employee observations, attitudes, and opinions, including an annual global engagement survey. In 2024, the response rate for the engagement survey among our nonproduction employees was over 75%.

The survey provides a broad perspective across the enterprise and serves as a baseline for regularly assessing employee engagement and other factors critical to high performance. Feedback from the survey in prior years around our learning and training resources drove the development of our centralized 3M Learn platform. Outside

of the employee engagement survey, we deploy other relevant surveys, often focusing on major transformation initiatives such as advancing our company culture or reinventing performance management.

In addition to the main survey system, we use a crowdsourcing platform that enables more direct input by employees through open-ended suggestions that can be themed and ranked. This is a cycle of continual improvement: We measure, assess, and adapt year after year to ensure our surveys support sustainable corporate success.

### Performance management

Our approach to performance management, called Performance Everyday, empowers employees to think about performance beyond midyear and year-end through frequent transparent conversations. Performance Everyday creates a continual feedback culture through one-on-one discussions between managers and employees to improve performance, discuss development, adjust priorities, and learn from feedback.

3M strives to have 100% of eligible employees complete the entire performance review process. In 2024, 100% of eligible employees were reviewed.

## Learning and development

3M invests in our people’s success by fostering a culture of continual learning to help employees develop the skills of tomorrow. We use a model that balances three modes of learning:

- Formal (courses, performance reviews, conferences)
- Informal (mentoring, workshops, podcasts)
- Social (blogs, videos, social media)

Through 3M Learn, our global integrated learning and development platform, employees can access and explore personalized learning content and curated resources. 3M Learn contains tens of thousands of learning resources in multiple languages. Employees receive recommended content and can also access expert-led self-paced courses aligned to their personal learning needs. We regularly track engagement, consumption, and satisfaction with our learning programs.

In 2024, employees accessed 1.7 million learning activities, including for safety and compliance — a major focus for the organization in 2024 and beyond. Over 741,000 were self-enrolled courses focused on professional and personal development. Overall, we saw an average of over 61,000 learning activities each month.

## Leadership development

We offer many development opportunities and programs throughout a leader’s career, including a range of self-paced online offerings that cover core skill development aligned to business priorities,

expectations of leaders, and 3M’s culture. The programs also offer mentoring opportunities.

We also partner with external coaches to support 3M executive leaders around the world. Options include one-on-one time with a coach to help leaders navigate challenges or on-demand coaching to help apply new learnings or work through a change. Coaches also work with teams on staying close to evolving stakeholder expectations.

## Competitive pay, benefits, and rewards

As a pay-for-performance company, 3M not only provides a competitive base salary but also compensates eligible employees for their contributions to the company’s growth, profitability, and culture.

This additional compensation may be:

- Short-term cash incentives
- Long-term equity incentives in the form of annual restricted stock units, stock options, stock appreciation rights, and/or performance-based awards

The proportion of total rewards aligned with incentive pay increases with job grade and reflects the job grade’s influence on both short- and long-term company results.

3M also offers many resources to enhance employees’ lives, including:

- Medical, dental, and vision plan options
- Savings and retirement plans
- 3M employee stock purchase plan
- 3M Healthy Living Program for wellness resources and discounts

All regular full-time employees in the United States are eligible, as well as regular part-time employees who work at least 20 hours a week. Depending on the benefit, employees’ domestic partners and children may also be eligible. Some programs and benefits may differ in other countries due to varying global and local laws and regulations.

Learn more at [Working at 3M](#).

## Pay practices

Guided by our compensation philosophy and principles of fair and competitive pay for performance, our global compensation process

is used to drive consistency and transparency in our compensation practices across regions. Our process has led to gender pay parity in every country where we do business.

We leverage an annual salary adjustment process that supports and strengthens our results. In addition, we include pay range and benefits information for internal and external postings for jobs located in the U.S.





# Environment, health, and safety

We're committed to fostering environment, health, and safety (EHS) stewardship throughout our operations and across our products. We develop and implement global EHS policies, management systems, and key performance metrics to drive improvement in each of our business groups. Our highest priority is the safety of our employees, our customers, our operating communities, and the public.



Learn more about **3M's EHS management** on our sustainability website.

## Global EHS team

3M's global EHS team provides direct on-site support to our operations through alignment with our Enterprise Supply Chain organization. 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 Environment, Health, Safety, and Product Stewardship (EHS | PS) governance organization that aligns into our R&D organization. This team establishes standards, provides deep subject matter expertise, and conducts our EHS | PS compliance assurance process.

We recognize that results come through collaboration with all organizations at 3M, and we work across departments and functions to achieve EHS and operational priorities. In 2024, 100% of 3M manufacturing sites worldwide had active cross-functional EHS teams.

## Engaging employees in EHS culture

**Journey to Zero** – In 2024, 3M launched a safety campaign focusing on advancement of our safety culture. As one part of the campaign, we set reduction goals for injury, fire, and spill incidents. The Journey to Zero campaign challenges all 3M employees to do their part to help achieve those goals.

**Frontline leaders training** – This training supports our Journey to Zero campaign by preparing frontline leaders to engage with and protect employees, customers, and the community. The training equips frontline leaders to:

- Build a culture of trust between leadership and staff to allow hazards and concerns to be effectively raised and addressed
- Identify 3M EHS policies and standards that define our EHS expectations
- Provide tools and resources to promote EHS | PS responsible operations
- Focus on hazard identification

We rolled out two training modules in 2024. The first module was completed by employees in 28 countries, and the second module was completed by employees in 20 countries. Employees will continue to complete the second module in 2025.

## EHS capital investments

We continue to integrate EHS risk identification into our capital expenditure process. For detailed expenditures on capital projects for environmental purposes, see our **Annual Report on Form 10-K**, Item 1 – Business – Government Regulation and Environmental Law Compliance.

## EHS | PS policies, standards, and principles

3M's executive leadership approves 3M's EHS | PS policies and other commitments.

- **Environmental, Health and Safety Policy** consolidates our previous Environmental Policy and Safety and Health Policy, both created in 1975. The new policy reflects our commitments to understanding and effectively managing EHS

hazards in the workplace and establishes the framework for environmental management and conservation of resources.

- **Chemicals Management Policy** reflects our role in supporting our global community through effective and responsible chemicals management.
- **Workplace EHS Principle** describes our EHS commitments, including how we contribute to the health, safety, and well-being of our communities.
- **Employee Obligations and Reporting Principle** describes our reporting requirement for suspected legal or ethical violations.
- **EHS Management Standard** defines EHS requirements that apply to manufacturing, supply chain, R&D operations, and service centers. This standard is the basis for our self-assessment and audit protocols.
- **EHS Management of Change Standard** is an expanded global standard that helps us track and manage operational change so as not to adversely impact EHS factors.
- **Medical Record Standard** defines the rules that must be followed to protect workers' medical information. It covers access, collection, storage, security, and transfer, retention, and destruction of



records. This standard provides that 3M medical information is handled in a manner consistent with the **3M Data Privacy Principle** and applicable legal requirements.

- **EHS&PS Acquisitions, Mergers and Divestitures Standard** helps ensure that potential EHS | PS considerations are identified, evaluated, prioritized, addressed, and communicated for each real estate transaction and for each business that may be acquired or divested.

## Environmental management

We continue to advance our global management framework, which provides structure and consistency for our programs and helps us be proactive in our environmental focus. We have global systems in place to identify, track, and manage relevant information on corporatewide EHS management and performance, including a full range of environmental compliance and operational performance metrics.

Learn about biodiversity impacts at [Sustainable Forestry](#).

## 3M's 2025 PFAS manufacturing exit

3M announced in 2022 that it will exit PFAS manufacturing globally by the end of 2025 and will work to discontinue the use of PFAS across its product portfolio by the end of 2025. For more information on 3M's 2022 PFAS exit announcement, please see 3M's **2024 Annual Report on Form 10-K**, Item 1A – Risk Factors and Item 8 – Note 19: Commitments and Contingencies.

## Workplace safety

### Ergonomics

3M's Ergonomics Risk Reduction Process is a comprehensive global program that identifies and assesses ergonomic risk in industrial and office workspaces. Since 2019, we've required all manufacturing sites to complete an ergonomic footprint assessment and establish yearly reduction targets. In 2024, we eliminated over 620 high exposures, exceeding our internal target. Online office ergonomics training, available 24/7 on 3M's intranet, encourages employees working remotely or at a 3M location to improve their workspace.

### Radiation protection

To help protect 3M employees, our customers, and the public, our Global Radiation Protection group provides hazard evaluations and training for both radiation source users and site radiation safety officers. This includes ionizing and non-ionizing radiation sources used in both manufacturing and R&D.

Periodic program audits evaluate sites' performance in managing hazards during routine use and maintenance of radiation sources, security of radiation sources, training of personnel, and regulatory compliance. As we work to align our U.S. and non-U.S. radiation safety programs, we're using RadPro, a module within our EHS 360 system, to help us maintain a global inventory of radiation devices and progress toward a truly global standard.

### Process safety

3M is committed to managing the risks associated with hazardous processes, such as those that could result in fires, explosions, or the release of toxic materials.





We use a variety of assessment and management tools:

- Process hazard analyses to assess the efficacy of existing safeguards
- Layers of Protection Analysis to focus attention on independent protection layers during evaluation of safety-critical devices and systems
- Mechanical integrity programs to help our manufacturing sites manage critical process equipment and ensure it's operated and maintained as effectively and safely as possible
- Facility siting assessments to help us identify and mitigate “maximum credible event” scenarios that could impact workers at some sites

In addition, our Combustible Particulate Solids Standard contains global principles and practices for managing hazards through the design, operation, and maintenance of facilities that handle and store combustible particulates. We use dedicated software to conduct risk assessments for process hazards and dust hazards to ensure a consistent approach and a global view of these vital assessments.

## Chemical and noise exposure

Our exposure assessment and management programs follow the comprehensive approach outlined by the American Industrial Hygiene Association. We adhere to the American Conference of Governmental Industrial Hygienists' chemical and noise exposure limits unless more stringent local requirements apply.

Following our EHS Management Standard, we've also conducted proactive assessments of dermal exposure, engineered nanoparticles, hazard communication, personal protective equipment, respirator protection, and ventilation for continual improvements to our exposure management programs.

## Medical observation

We work to monitor our employees based on their potential exposure to chemical and physical hazards in the workplace. We aim to screen for early signs of occupational illnesses to help protect workers from potential further exposure, as well as provide medical management. We look for trends in the health data of working populations to help control potential hazards. While many of these programs are mandated by government requirements, we established others to meet additional 3M standards in compliance with relevant law.

## Epidemiology program

3M epidemiologists provide research and consultation to business units and corporate functions regarding health-related questions around potential occupational exposures. They also evaluate published human health and epidemiology research related to chemicals and products used or produced by 3M.

## Psychosocial hazards

A growing body of research identifies psychosocial hazards as significantly impacting people in the workplace. Psychosocial hazards are factors in the design or management of work (for example, high job demands, poor supervisor support, role ambiguity) that increase the risk of work-related stress and can lead to psychological or physical harm. Our corporate occupational medicine team, in partnership with other key 3M stakeholders, leads an ongoing process to identify and mitigate these hazards.

## EHS incident management

Since 2010, all 3M sites globally have been required to internally report, investigate, and assign action items for actual and potential incidents involving employees and contractors through one dedicated system, EHS 360. Actual and potential incidents include but are not limited to injury or illness, fire or explosion, environmental exceedances, spills, agency notices, and fines. EHS 360 has led to improvements relating to the awareness of responsibilities, understanding of the holistic system, and more consistent reporting requirements for 3M's global operations.

3M follows the U.S. Occupational Safety and Health Administration (OSHA) recordkeeping rules and formulas to record and measure injury and illness rates worldwide. At all sites within our operational control, 3M employees and contingent employees are covered by our injury and illness recordkeeping rules. See relevant data in the Employee health & safety tab of our [nonfinancial metrics](#).

Internal 3M live dashboards report EHS data at the site, division, business group, and corporate levels. Dashboards are reviewed by executive management for performance on selected indicators, enabling us to monitor and identify successes, risks, and opportunities for performance improvements worldwide.

## Significant Injuries and Events (SIEs)

SIEs broadly include events where impairment, disability, and other considerations are identified. They also include significant non-injury events such as fires, spills, agency fines, common illnesses, and communicable disease outbreaks. We track SIEs for 3M employees, contractors, and contingent workers.

SIEs and potential SIEs identified in our global operations are reviewed by management and EHS. Certain SIEs prompt broad-based executive communication to site leaders about the incident and shareable insights that can help us improve our global EHS performance. We continue to refine expectations for identifying potential SIEs, investigating incidents, and reducing risk, including through our Journey to Zero campaign.

## Incident management for contractors and visitors

We require all visitors, vendors, contingent workers, and contractors at 3M sites to follow all applicable 3M workplace EHS requirements. At each 3M site, a contractor coordinator works with contractors on EHS issues. We ask contractors to submit notice of worker hours and any EHS incidents experienced during a 3M contract. Any such incidents are reported in the 3M EHS 360 incident management system.



# Innovation



## Innovation management

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 expect all 3M projects entering the new product commercialization process to have a Sustainability Value Commitment that demonstrates how the product advances overall sustainability, improves competitiveness, and responds to customer demand.



Learn more about **3M's innovation management** on our sustainability website.

## A culture of innovation

### 3M Technology Platforms

Our 49 Technology Platforms are shared and combined across businesses to invent products for a variety of industries. In 2024, 3M added two new sustainability-focused Technology Platforms. Circular Materials integrates our ongoing efforts to advance the circular economy through material and process innovations, while Climate Technology reflects our capacity to advance energy production and efficiency, decarbonization, resilient infrastructure, and more through solutions that scale innovations in materials science. These join Sustainable Design — which aims to reduce the impact of our products, processes, and packaging — as building blocks of 3M's invention and ingenuity.

Ab Abrasives											En Energy Management	
Ad Adhesives	Fi Films									Ac Acoustic Management	Fe Flexible Electronics	
Ce Ceramics	Mm Metamaterials							Ms Modeling & Simulation	An Analytical Science	Is Interface & Surface Science	Ct Climate Technology	Fs Filtration & Separations
Cm Circular Materials	Nt Nano-technology	Ps Polymer Science	Am Additive Manufacturing	Mr Micro-replication	Pp Polymer Processing	Cv Computer Vision	Ro Advanced Robotics	As Automation Solutions	Pr Process Design & Control	Di Display Components	Lm Light Management	
Co Advanced Composites	Nw Nonwovens	Rm Release Materials	Ch Chemical Processing	Pc Precision Coating & Web Processing	Rp Radiation Processing	Ds Data Science & Analytics	Se Sensors	Cp Converting & Packaging	Sd Sustainable Design	Ec Energy Components	Mf Mechanical Fasteners	
Em Electronic Materials	Pm Performance Materials	Sm Specialty Materials	Mo Molding	Pd Particle & Dispersion Processing	Vp Vapor Processing	Es Electronic Systems	Ss Software Solutions	In Inspection & Measurement	We Accelerated Weathering	Eg Engineered Graphics	Tm Thermal Management	
Materials			Processes			Digital		Capabilities		Applications		



## Global team collaboration

At 3M, we collaborate with each other across businesses, across technologies, and across oceans and continents. Case in point: **3M Tech Forum**, a self-directed and self-organized community for 3M's thousands of technical employees. It allows 3M researchers to compare notes with colleagues around the world, collaborate around the company's 49 Technology Platforms, and develop new ideas that fuel our innovation pipeline. In 2024, numerous global events took place, including:

- As part of Earth Week Asia, a panel discussion on Managing Plastic for a Circular Economy: Opportunities for Asia-Pacific Leadership
- Tech Connect Next 2024: Navigating Growth Through Emerging Trends, hosted by Tech Forum India

## Research & development

We continue to invest in scientific research and product development in collaboration with our customers. In 2024 we invested \$1.1 billion, or 4.4% of our sales, in R&D. 3M has earned more than 135,000 patents over the years, a testament to the strength of our innovation engine.

In 3M's integrated innovation model, the application of science and engineering creates new technologies, and the application of the technologies creates new products. The technology foundation for this model comes from 3M's Corporate Research Lab (CRL). CRL makes strategic investments across its technology portfolio in new and emerging technologies, enabling high-growth markets and positioning 3M to create sustainable value for our customers.

We also have Technology Working Groups (TWGs) to help drive the advancement of our core and emerging technologies across 3M and deeper into divisions. With executive champions and laboratory leadership, TWGs are one of the most effective ways we align our R&D efforts across the enterprise.

In addition, 3M's cross-functional Tech Council, made up of executive R&D leadership, R&D technical support, corporate scientists, and liaisons from other functions, works to enhance our culture of innovation and collaboration, increase the impact of commercialization, and maximize overall R&D impact.

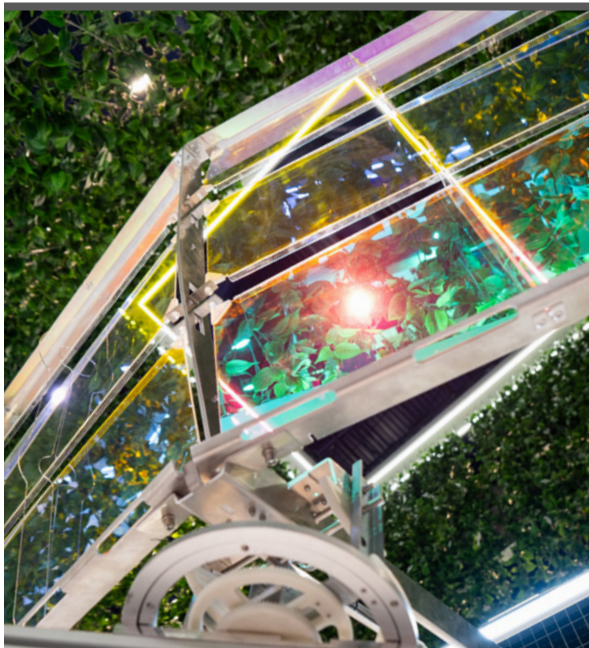
## R&D internships

Our R&D internship program offers undergraduate and graduate students in a range of science and engineering fields the opportunity to work with

senior scientists on projects with real-world impact. In 2024, we were able to bring interns into the lab for hands-on learning and mentorship. It proved to be an especially successful year for hiring: Of the interns who were eligible for a job offer, half were extended an offer, all of whom accepted. This robust program is one of many ways we keep our innovation pipeline flowing.

## 15% Culture

3M's 15% Culture allows employees to spend 15% of their time on projects they choose in support of 3M's business objectives. For over seven 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.



## Shining the right light

Our business-building collaborations led to the rollout in 2024 of a novel **light management film for commercial greenhouses** that creates optimal growing conditions for plants while enabling electricity generation.

- Multilevel optical film lets in the light that plants need
- Reflects the rest for use in power generation
- Can generate up to 80% of a greenhouse's annual electricity need while not negatively impacting crop yields
- Led to 3M Ventures investing in our customer, a demonstration of the collaboration between our internal and external venturing

## 3M corporate venturing

We work to advance 3M's innovation and growth through both internal and external venturing. Our venture capital arm, **3M Ventures**, aims to create growth options in areas of strategic interest by making minority equity investments. 3M Ventures focuses on opportunities where we're uniquely positioned to add value and accelerate growth. In addition, we advance collaborations with our portfolio companies on new technologies and opportunities.

## Embedding sustainability into innovation

Our New Product Introduction (NPI) process provides a 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 contributes to resilient business growth. For example:

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

An SVC can also stem from a core purpose of the product, such as improving air quality, optimizing build energy performance, or extending product lifetime through improved durability.





Since 2019, SVCs have been expected for all projects entering our new product commercialization process. We audit these SVCs and include them in our third-party assurance.

## 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 to help 3M divisions better understand the potential impacts of their product development decisions. With these resources, we can make more informed sustainable design decisions, substantiate environmental marketing claims, and supply upstream product-level sustainability data.

3M's LCAs and EPDs conform to ISO 14025, ISO 14040, and ISO 14044 standards. We publish EPDs through The International EPD® System's global program and contract with WAP Sustainability Consulting to conduct third-party verifications. Our EPDs can be found in the [EPD Library](#), including for the following products:

- 3M™ Temflex™ Vinyl Electrical Tapes 165, 155, 175
- 3M™ Aura™ Particulate Respirator
- 3M™ Sun Control Window Film Prestige 70 Exterior Series

## Our Product Stewardship framework

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

3M employees must follow all applicable laws, regulations, and 3M policies, standards, and procedures, and must report and respond to concerns about potential noncompliance and nonconformance. 3M management is responsible for addressing any reported concerns. Our chemical operation is verified to the global Responsible Care® standard by third-party audit.

3M has hundreds of product stewards embedded within our businesses and countries of operation. These stewards are responsible for helping our products meet the requirements of 3M policies, governmental regulations, and our customers.

In addition, a range of functions within businesses, areas, and corporate staff groups share responsibility for product stewardship. For example, toxicologists, scientists, and engineers in our Product Safety corporate group evaluate and communicate health-related information and conduct testing in our hardgoods product safety labs and Strategic Toxicology Laboratory, as well as coordinate toxicology, environmental, and hardgoods compliance studies externally on 3M's behalf. This work furthers our commitment to products that are safe for their intended use

and that are consistent with our Chemicals Management Policy and our Product Safety, Quality, and Stewardship Principle.

3M is committed to defining, documenting, tracking, investigating, correcting, and communicating product stewardship incidents. Our PS Significant Event Standard outlines transparent, consistent governance processes surrounding significant events and aligns with the Product Safety, Compliance, and Stewardship Policy. PS significant events are reported monthly to executive leadership.

## Internal audit processes and monitoring

3M is committed to continually improving our chemical management processes and procedures. Our product stewardship audits included self-assessments in regions outside the United States in 2007 and expanded to incorporate global audits in 2014.

- **Self-audits** – Our self-auditing program helps us identify internal leading indicators.
- **System audits** – These audits evaluate, among other elements, product hazard and risk assessment, chemical control, life cycle management, and consumer product safety.
- **Compliance audits** – Our internal compliance audit program helps us comply with regulations such as the U.S. Toxic Substances Control Act (TSCA). Compliance audits involve internal experts and third-party consultants. Generally, all sites and businesses are on a two- to four-year audit schedule based on factors such as the nature and extent of associated compliance requirements and performance around product stewardship, incidents, etc.

- **Post-market monitoring** – Part of our approach to product safety management is post-market monitoring of our products, such as offering product application support and monitoring social media platforms.

## Maintaining our expertise

In addition to supporting attendance at a wide variety of external classes and conferences, we offer internal education and communication covering regulatory updates, policies and standards, toxicology, systems and business processes, and a product stewardship orientation. Training and development activities in 2024 included new certifications of 35 employees through the U.S. TSCA formal certification program, as well as 39 live programs and 39 new on-demand sessions for our Product Stewardship Network's educational catalog.

## External advocacy

We actively advocate for product stewardship by serving as committee members, working group members, and speakers or presenters at various organizations, including the American Chemistry Council, GC3 (Green Chemistry & Commerce Council), the Coalition for Chemical Innovation, and the International Consumer Product Health and Safety Organization.

# Policies and standards

Our product quality expectations are built upon 3M’s Code of Conduct and are set forth in policies and standards that apply enterprisewide:

**Chemicals Management Policy** – Updated in 2024, this policy reflects our role in supporting our global community through effective and responsible chemicals management.

**Human Subject Research Policy** – This policy addresses the protection of the rights, safety, and welfare of people who participate in 3M-supported research. In addition to being governed by this policy, we do not conduct or engage in any human stem cell research at 3M or through third parties.

**Alternatives to animal testing** – 3M is an advocate for the use, wherever practical, of alternative (non-animal) test methods to help develop safe products. We have built our internal capabilities for alternative methods, such as computational toxicology and in vitro testing. When animal testing is required, we follow our **Animal Welfare in Testing and Research Policy**.

**Hazard communication efforts** – Each business uses processes to evaluate potential hazards of 3M products and communicate, in local languages, relevant information to employees, contractors, and customers. In 2024, we produced more than 10,500 hazard communication assessments and documents.

We communicate these hazards, as well as product chemical components, through safety data sheets, product labels, product literature, instructions for use, transportation classification documentation, and other materials, including our **Ingredient Communication website**. This platform

provides customers and consumers with enhanced ingredient information for over 450 products and provides transparency into 3M formulations by identifying intentionally added ingredients and select contaminants.

Our staff of AIHA Safety Data Sheet and Label Authoring registered professionals prepare and review safety data sheets and labels to meet the requirements of the Globally Harmonized System of Classification and Labeling.

**Advertising and Product Representation Policy** – We represent our products truthfully, fairly, and accurately in sales, advertising, packaging, and promotional efforts. Each business must maintain appropriate review processes of any claims or representations about its products, including the need to perform adequate substantiation.

**Internal standards for global compliance** – In 2024, we introduced a global Chemical Control Standard that formalizes our internal processes to ensure compliance with international and/or local laws and regulations that ban, restrict, allow, or impose specific requirements on the chemicals used in a particular jurisdiction.





# Customer-inspired innovation

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.

## Achieving our — and our customers' — goals

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

- As part of Project Gigaton™ — Walmart's initiative aimed at reducing emissions in its global value chain by 1 billion metric tons (a gigaton) by 2030 —

3M was recognized as a Giga Guru supplier. This designation highlights suppliers that have set SMART goals (specific, measurable, achievable, relevant, and time-bound) in at least three of Walmart's pillars of action (or set a science-based target), reported progress in three pillars, shared scope 1 and 2 absolute reduction targets and progress, and provided information on renewable electricity usage and scope 3 data.

- As part of our collaborative approach with industry players, 3M joined our customer Enel Green Power and 15 other global leaders across the renewable

energy value chain to found the Global Alliance for Sustainable Energy. This initiative comprises focused working groups with an aim to decarbonize the global energy system in alignment with the 2030 agenda set out in the UN Sustainable Development Goals (SDGs).

## 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. We have a process for developing reasonable estimates of emissions avoided by using select 3M product platforms. These platforms serve a range of industries from construction to automotive, commercial retail, and more.



## From rooftop to treetop

**3M™ Smog-reducing Granules** harness the power of the sun to turn roofing shingles into a pollution-fighting surface.

- Designed to eliminate smog pollutants and improve air quality
- Has a similar effect as trees
- Transforms smog into a plant-usable form of nitrogen that washes away with rain



## Concrete reductions

We repurposed a byproduct of our roofing granules into **3M™ Natural Pozzolans**, which can be used as a partial cement replacement.

- Helps lower the CO<sub>2</sub> emissions of concrete
- For every ton of natural pozzolans used, CO<sub>2</sub> emissions can be reduced by an estimated 0.75 tons
- Counts toward LEED credits for the use of recycled materials
- Reduces 3M's material waste





### Brighter longer, less energy

3M and our customer Lenovo achieved both cost and performance metrics for Lenovo’s ThinkPad T laptop series, launched in 2024. Lenovo’s design combined with **3M optical technology** results in lower overall energy use, helping extend battery life without sacrificing brightness.

- Reflective polarizer technology recycles light that would otherwise be absorbed by the LCD system
- Average 20%–30% reduction in backlight energy
- Expected 20% increase in battery life over previous models
- Lower lifetime energy consumption for reduced scope 3 emissions



### Capturing carbon

In collaboration with our customer Svante, we developed a reusable sorbent-filtration material called **Sorbent-on-a-Roll (SOAR)**. Svante layers SOAR into filters that capture CO<sub>2</sub> directly from the atmosphere.

- Potential to capture millions of tons of carbon from direct-air-capture facilities globally
- All enabled by 3M’s capacity to produce advanced filtration technology at scale
- With multiple customer-specific constructions, SOAR illustrates how co-creation leads to powerful, impactful innovation



### SOPs for sustainable collision repair

BASF Coatings division and 3M were natural collaborators when it came to helping auto body customers work more sustainably. Together, we co-developed best-practice SOPs that highlight tips and recommendations for a **more sustainable refinish process**.

- Clear and easy to use, the new SOPs help body shops reduce material waste, minimize VOC emissions, address hazardous waste, prevent rework, and improve productivity
- Enabling more sustainable repairs addresses a top-of-mind concern for the industry and the next generation of talent while also helping improve operational efficiency
- Demonstrates how process, not just product, can be an important driver of sustainable practices

## Customer training and education

3M delivers added value to our customers through comprehensive training and education for many industries and markets. We aim to equip our customers not only with needed products but also with knowledge on best practices and effective application. This is in line with our efforts to advance the UN SDGs focused on 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. For example, 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.

# Circularity

3M is committed to advancing a global circular economy by designing solutions that do more with less material. By selecting renewable and recycled materials and packaging, keeping products and materials in use, and designing out waste and pollution, we drive business value with cost and resource efficiencies and product and process innovation.



Learn more about **our circularity efforts** on our sustainability website.

## Reusable, renewable, and recycled materials

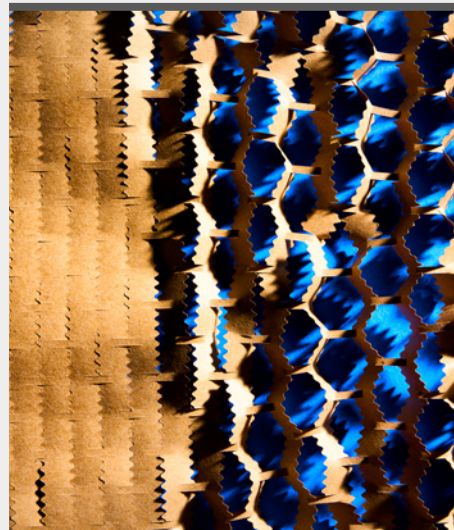
### Plastics reduction

As we work to assess our total plastic footprint, we continue to innovate solutions that use less virgin fossil-based plastic and increase the use of recycled or bio-based plastic in products and packaging such as tapes and dispensers, sponges,

workspace solutions, insulation, optical films, floor pads, sorbents, and more.

In 2021, we set a target to reduce the use of virgin fossil-based plastic in our packaging and products by 125 million pounds by the end of 2025.

✓ **98.2M lb** reduction in our use of virgin fossil-based plastic since 2021



### Paper, not plastic. All cushion.

**Scotch™ Cushion Lock™ Protective Wrap** stores flat, then expands to fill boxes and protect packages.

- Curbside recyclable and made from 100% recycled paper
- Innovative interlocking honeycomb structure
- 1 truckload is equivalent to 8+ truckloads of plastic bubble material<sup>1</sup>

1. Comparing the same square footage of unexpanded Cushion Lock™ with 3/16" x 12" wide plastic bubble material.

## 3M Itapetininga

In 2024, we launched a new plastic recycling line at our site in Itapetininga, Brazil. With its advanced technologies, the new line is a big step in our commitment to operational efficiency and sustainability. We expect it to:



Contribute to our virgin fossil-based plastic reduction target



Lead to cost savings in raw materials



Help minimize waste

Staff received hands-on training from the machine vendor to equip them with the skills and knowledge to safely and efficiently operate the equipment.







## Packaging

Today's complex global supply chains, along with 3M's product diversity and markets, create 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. Priorities include:

- **Product protection** – Design every package to optimally protect the product from point of manufacture to point of use.
- **Efficient packaging** – Reduce the amount of material used. Optimize cube utilization at various pack levels. Eliminate unnecessary packaging.
- **Circular packaging** – Design packaging to be reusable, recyclable, and/or made with renewable resources. Maximize recycled content.

Our packaging engineers use a toolkit that defines circularity 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 that references global industrial aids to simplify the selection of recyclable materials.

In 2024, our packaging engineers continued to integrate their knowledge and use of these tools to reduce or eliminate packaging where possible and improve our packaging circularity. These efforts resulted in a weight reduction of 308 metric tons of packaging material and the elimination of 120 metric tons of virgin fossil-based plastic.

**Reduction** – In North America, we modified the corrugated shipper and pallet patterns for various 3M Filtrete™ Products to minimize air space and fit

more product per pallet. This reduced our use of wooden pallets by 5,400 and the number of trucks used by 104.

In Asia-Pacific, we shortened the paper and HDPE plastic cores of our 3M™ VHB™ Tapes, cutting the trim at both ends. This redesign reduced our use of paper by 18.9 metric tons and plastic by 1 metric ton. It also allowed us to make our shipper containers smaller, eliminating 91.3 metric tons of corrugated paper.

**Reuse** – Also in Asia-Pacific, we switched from single-use corrugated shipping containers for our 3M carrier tape to multi-use containers. We engage a third party to collect the reusable containers, remove the labels, and sort out and recycle those that can no longer be used. The rest go back to our manufacturing site in Taiwan. All locations are within a 1-hour drive from each other. With this new process, we eliminated the need for over 5,150 boxes, or 4.9 metric tons of corrugated packaging.

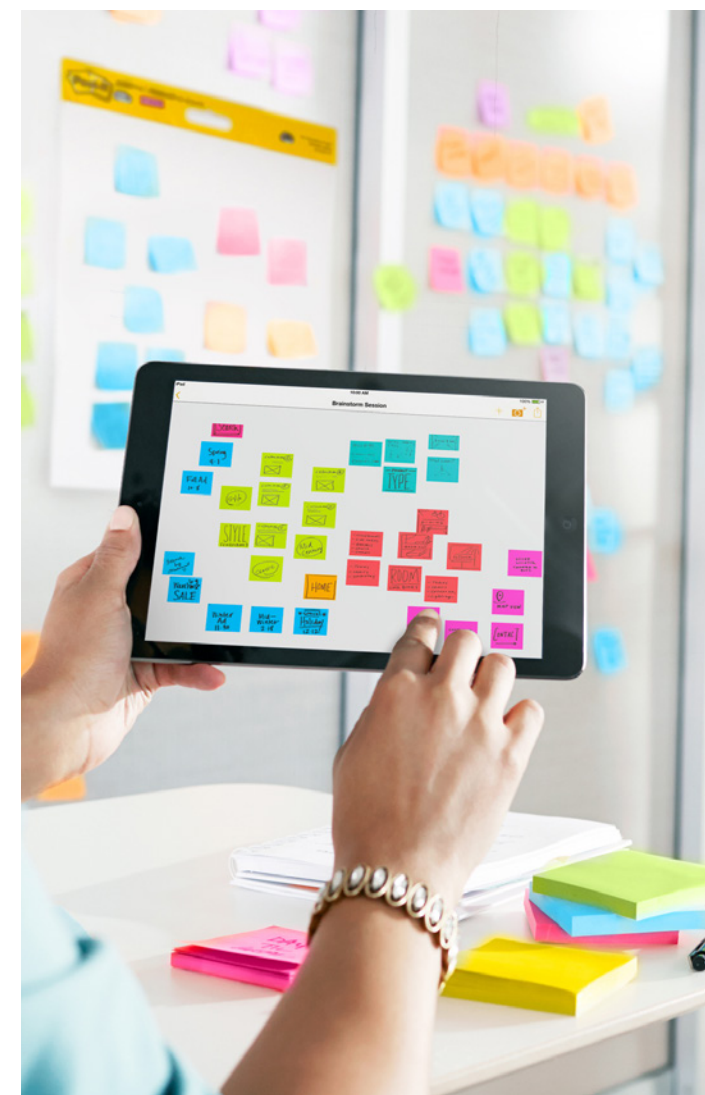
**Recyclability** – In Europe, we converted the packaging of our 3M consumer safety products from a plastic blister or bag to a paperboard carton, as well as removed the plastic window from several package designs. With this change, we eliminated over 17.1 metric tons of plastic while improving package recyclability. The new paperboard cartons are made from 90% recycled materials — over 50% post-consumer recycled content — and are Forest Stewardship Council® Chain-of-Custody certified.

**More recycled content** – We converted the bottles of more Meguiar's products from a virgin nonrecyclable PVC into lighter PET or HDPE bottles made with 25%–30% post-consumer recycled content. This improved bottle recyclability and eliminated 12.3 metric tons of PVC and 4 metric tons of virgin plastic.

## Collaborations and partnerships

- In 2024, we renewed our membership with the Ellen MacArthur Foundation to support the acceleration toward a more circular economy.
- We continue to engage with The Recycling Partnership as a corporate partner and founding member of the Recycling Inclusion Fund. This work contributes to the advancement of the U.S. recycling industry.
- 3M was one of the first of over 250 global businesses, financial institutions, and non-governmental organizations that endorsed the Business Coalition for a Global Plastics Treaty, a common vision that will guide policy engagements with governments to end plastic pollution and accelerate progress toward a global plastics treaty.
- We're a member of the Association of Plastic Recyclers, which promotes the advancement and development of the plastics recycling industry by providing leadership for sustained long-term industry growth.
- 3M is an active member of the Sustainable Packaging Coalition®, which is led by an independent nonprofit that believes in the power of industry to make packaging more sustainable.
- Since becoming a member of How2Recycle® in 2018, we've expanded the use of How2Recycle® labels within the 3M Consumer Business Group to over 4,600 packages. The program was designed by GreenBlue's Sustainable Packaging Coalition to provide consumers with clear on-package recycling instructions.
- Our 3M packaging team is committed to sharing its knowledge with the external community to create a collaborative network that will accelerate packaging circularity. We engage with and participate in industry associations and give guest lectures at universities and colleges.

- Through our 3M Impact Global program in 2024, a team of 3M volunteers worked with the Rediscovery Centre — the National Centre for the Circular Economy in Ireland — on a framework for measuring and reporting its impact. The Centre works to save waste from landfills and turn it into usable products such as clothes and furniture.







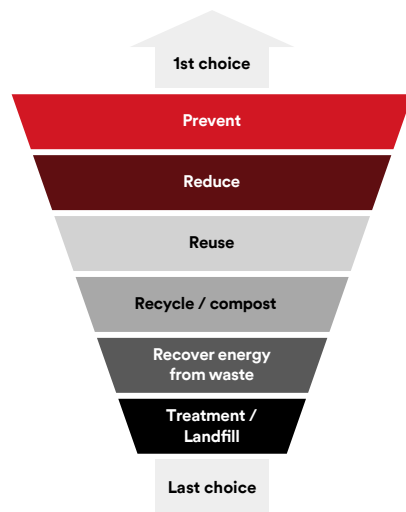
## Waste management

While preventing and reducing waste are the first choices for waste management, reusing, recycling, and composting can also fuel the circular economy. As our sites identify opportunities to divert material streams, such as by reusing byproducts in our operations, we continue to carefully manage waste.<sup>1</sup>

Our internal Waste Management Standard 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 program elements and encourages waste minimization and recycling whenever possible.

### Reducing waste in our operations

Within each geographic area, we regularly review results against targets and tracking metrics. Specialized teams work on a variety of programs



1. Byproduct is all output that's not saleable product. It may be bound for landfill, incineration, waste-to-energy, or reuse/recycle streams.

ranging from basic office recycling to more complex projects such as capturing byproducts generated by a manufacturing line for reuse in another operation. Through an evaluation process, we review material reduction benefits and risks.

3M corporate systems measure waste reduction for our sites with total output greater than 4.54 metric tons per year (10,000 pounds). We use the results and raw data to identify, quantify, and prioritize projects. We continue to move toward automated and real-time tracking for a better understanding of how to direct our efforts.

### 3M Decatur

Our site in Decatur, Alabama, identified a waste stream with reuse potential and requested consideration for beneficial reuse.



Our recycling partner analyzed a sample of the waste stream and confirmed it suitable for recycling



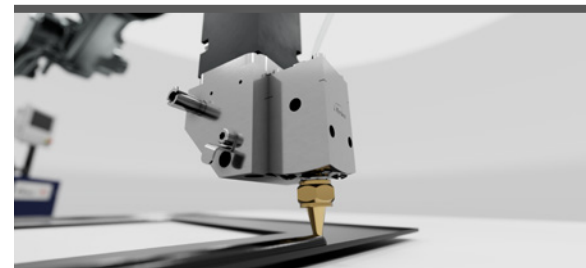
The site started a recycling program in November 2023

### 500K lbs

of this waste has been diverted for recycling rather than disposal

## Reducing waste through product design

Our product development teams strive to design products that are durable, refillable, and made with less material whenever possible, all with an eye on reducing waste.



### Waste reduction that sticks

We collaborated with Nordson to create a manufacturing bonding solution that combines our **VHB™ Tapes** with the versatility of a liquid adhesive.

- 3M™ VHB™ Extrudable Tape features innovative stretch-release technology that makes it easy to remove with less scrap and waste
- Wound in a long, coiled spool, it requires no special packaging
- The 3M™ On Demand Bonding System — designed to work with the Nordson® ProBond™ System — eliminates liners and container waste

## Water stewardship

### Conserving water in our operations

3M's total water usage includes sanitary, process, heating, cooling, remediation, and other sources. Every year we track and report global water usage data for manufacturing sites that produce more than 4.54 metric tons (10,000 pounds) of product per year.

✓ 21.4% increase in water efficiency since 2019

3M's 2024 global manufacturing locations were evaluated using the Aqueduct™ Water Risk Atlas stress-level screening tool, Aqueduct 4.0. Over 100 3M locations were analyzed, with 10 identified as being in “extremely high” or “high” water-stressed areas. The 10 locations account for 1.2% of 3M's total water use. Manufacturing locations include those with annual water use equal to or greater than 1,000 cubic meters.

See water data and definitions in the Environmental and Glossary tabs of our [nonfinancial metrics](#).

### Enhancing water quality in our communities

Our science-based approach has helped both accelerate our pace toward our water quality targets and make progress more broadly on water stewardship. For example:

- We are installing state-of-the-science water treatment technologies at our largest water-using locations.
- Our water treatment will continue to remove PFAS from process water and groundwater even after PFAS manufacturing ceases by the end of 2025.





## Engaging with communities

To achieve our target of engaging with water-stressed/scarce communities where we manufacture, we partner with local communities to promote water recycling and conservation. Ultimately, we aim to help these communities build and manage their own water efforts into the future.

In alignment with this target, 3M joined the Water Resilience Coalition leadership committee in 2021. Led by the CEO Water Mandate, an initiative of the UN Global Compact, coalition members work toward a positive impact in water-stressed basins. Members also aim to develop and implement resilient practices across their industry.



### 3M Ranjangaon

In the drought-prone area of Shirur, India, 3M Ranjangaon piloted a project in Q1 of 2024 in partnership with the Water For People India trust. Focused on soil and water conservation, the pilot involved watershed interventions, rainwater harvesting, and local water management capacity-building.



Led to capture and storage of significant amounts of rainwater during summer monsoons, helping support local farmers and agriculture

Impacted

~1,100

households and

4,800+

people in Kendur village

11

more highly water-stressed villages will be covered over the next 3–5 years



Will integrate farmer training on climate-resilient agricultural practices



Photo by Melanie Bouxin,  
Safety Engineer, France



# Climate

3M actively addresses both challenges and opportunities presented by climate change and the energy economy. For our own operations and those of our customers, we continually support the development of technologies and products that help reduce emissions and contribute to resilient business growth.



Learn more about **our climate-related efforts** on our sustainability website.

## Reducing GHG emissions

As a science-based company, 3M leverages science, technology, and collaboration to deliver reduced emissions in our operations and for our customers. We’ve assessed our current footprint, facility pathways, product portfolios, and key levers and technological advances. With this extensive work, we’ve identified the “math, path, and plan” for greenhouse gas (GHG) emission reduction targets and are actively managing them to achieve ongoing milestones.

Currently 3M reduces GHG emissions through actions such as:

- Improving energy efficiency across our facilities, including our manufacturing equipment and processes

- Upgrading technologies
- Increasing our use of renewable electricity globally
- Managing our product portfolio
- Working across our supply chain to reduce emissions

In rare instances, we may use carbon credits for regulatory compliance or specific business cases. Our internal 3M Carbon Credit Standard provides rigor and clarity on when, why, and how business teams may use carbon credits.







## Scope 1 and 2 emissions

In 2002 we calculated our first GHG inventories using IPCC TAR. Since then, our actions have included joining RE100 and the Department of Energy’s (DOE) Low Carbon Pilot and Better Plants programs, working with the Environmental Protection Agency (EPA) on methodology for calculating emissions, and co-authoring the IPCC National GHG Inventory Guidelines.

Having achieved our first emissions reduction goal under EPA Climate Leaders, we’ve met, then reset, our goals as we gain momentum:

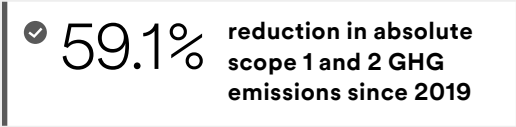
**2015** – We set a goal to have our scope 1 and 2 GHG emissions be at least 50% below our 2002 base year calculation by 2025.

**2021** – We updated our near-term commitment to a minimum 50% reduction in absolute scope 1 and 2 GHG emissions by 2030 in alignment with the IPCC 1.5 °C pathways.

**2024** – The Science Based Targets initiative (SBTi) validated our new near-term targets and classified our scope 1 and 2 target as in line with a 1.5 °C trajectory.



**Target: Reduce absolute scope 1 and 2 GHG emissions 52.6% by 2030 from a 2019 base year**



**Target: Reduce absolute scope 3 GHG emissions 42% by 2030 from a 2021 base year**



## 3M Villach

Our site in Villach, Austria, implemented an energy repurposing project in 2024 that captures waste heat from production processes to heat the site and supply Villach’s public teleheating grid.

Recovers up to  
**12 GWh**  
of waste energy annually

Reduces CO<sub>2</sub> emissions by up to  
**2,978**  
metric tons annually



Achieves significant cost reductions with more savings projected

Up to  
**30%**  
of the total investment was covered by EU funding under the Green Deal



Reduces reliance on external energy sources and enhances operational resilience

## Scopes defined



**Scope 1** – Direct emissions generated from 3M’s activity. For example, making a product.



**Scope 2** – Indirect emissions from our activity. For example, purchasing electricity to light a factory.



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



## Managing our energy footprint

Our approach to managing our energy footprint includes evaluating and continually improving the impact of our products, manufacturing processes, equipment, and sites (including upgrading and modernizing infrastructure). **3M's Corporate Energy Policy** guides us in this work.

**Renewable energy sources** – In 2019, we began converting our sites around the world to be powered by 100% renewable electricity. As of the end of 2024, sites powered by 100% renewable electricity comprised 62.9% of our total electricity use. We continue to seek alternative energy sources at 3M sites, including solar, wind, and projects like heat recovery.

While we act to convert our operations to renewable electricity sources, we also support the global renewable energy sector by offering our customers solutions that help improve the reliability and efficiency of renewable electricity.

## 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.

We've advanced our data accuracy, completeness, and methodologies to calculate our emissions across all scope 3 categories over the last several years. Our scope 3 reporting has expanded consistently with increased data confidence and capabilities over this time. With our 2024 SBTi target validation

and calculation methods, business evolution, and developments in our data sources, monitoring, and tracking processes, we now report on all scope 3 categories. Updates include:

- **4, 6, 7, 9** – Adjusted boundaries and methodology to align with SBTi minimum boundary requirements, and included additional data sources for rental cars in category 6.
- **10, 11, 12** – Categories added with 2021 as our scope 3 validated base year to align with SBTi minimum boundary requirements.
- **15** – Includes GHG emissions from investments, including joint ventures and 3M's equity stake in Solventum corporation. This category is reported both including and excluding Solventum scope 3 GHG emissions, as they're significant to the category and required by the GHG Protocol's scope 3 guidance but must be excluded per SBTi criteria.

We continue to engage with customers and suppliers on the need for improved scope 3 emissions tracking.

**Progress in categories 4 and 9** – In 2024, we continued to make progress in reducing emissions in our upstream (category 4) and downstream (category 9) transportation and distribution activities. Our efforts, which encompass four modes of transportation, have yielded an approximate 29% reduction in overall transportation CO<sub>2</sub> emissions from 2021 to 2024.

- **Ocean transportation** – In partnership with our freight forwarders, we're increasing ocean container utilization through advanced data analytics and optimization programs to maximize capacity and reduce equipment usage in our global operations.
- **Ground transportation** – In collaboration with our ground transportation partners, we've been integrating electric vehicles into our delivery

operations to ensure eco-friendly solutions for our end customers in Brazil, Thailand, China, and Germany.

- **Air transportation** – We're minimizing air shipments by integrating global approval flows into our processes and resetting default airfreight settings to ocean wherever possible, resulting in reductions in airfreight volume across our global operations.
- **Rail transportation** – We're transitioning from truck to rail transportation for feasible deliveries to make 3M's supply chain more sustainable in Mexico, the United States, Canada, and Japan.

## Volatile organic compounds (VOCs)

3M's VOC emissions are primarily attributed to coating lines. Reactors and mixing are also significant sources of VOC emissions. In 2024, 50% of our sites reported VOC emissions greater than zero. Of those, 86% were below 100 metric tons per year and 18% were below 1 metric ton per year.



### 3M Hutchinson

Our site in Hutchinson, Minnesota, won a 2024 Better Project Award from the DOE's Better Plants program for:

Installation of batteryless and wireless steam-trap monitoring and communication system on nearly  
**1.2K**  
steam traps

Reducing steam use by over  
**85K** Mlbs  
and annual emissions by more than  
**4K** MTCO<sub>2</sub>e  
from the base year calculation

Steam savings translate to over  
**75K** MMBtu  
of natural gas



# 3M innovation impacting climate tech

As the world looks to accelerate climate action, we’re intensifying our commitment to climate tech — using innovative materials science to advance energy production and efficiency, decarbonization, resilient infrastructure, and more. Our diverse global portfolio and deep technological expertise enable us to develop products that customers and partners can use to address climate adaptation while driving business growth.

## 3M Passive Radiative Cooling Film

Our scientists leveraged 3M’s deep expertise in light management and film technology to develop an **innovative multilayer film** that enables cooling below air temperature in full sun exposure.

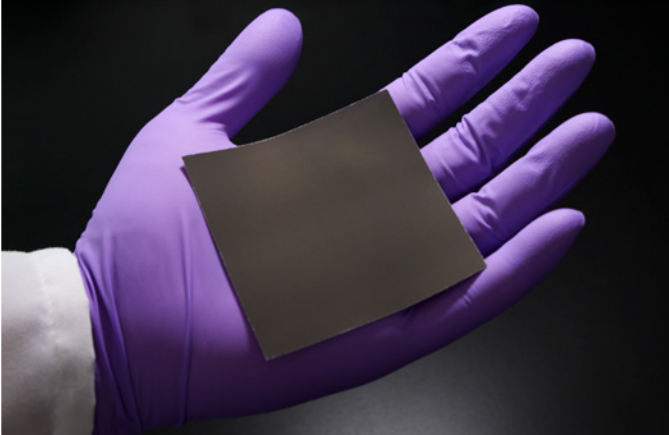
- Allows for 24/7 passive cooling and 10%–20% annual energy savings when integrated with a building’s HVAC or refrigeration system
- Saves 1.5 to 3 times more energy per square meter than solar PV
- Can reduce the temperature of a steel roof in direct sunlight by 30° F
- Has numerous applications including grocery refrigeration, data centers, vehicles, and bus shelters



## Advanced catalyst technology for hydrogen

At 3M, we’re innovating technologies that create cost efficiencies at both ends of the **clean hydrogen** process. The first is a unique catalyst powder that makes the production of green hydrogen more cost-effective and efficient.

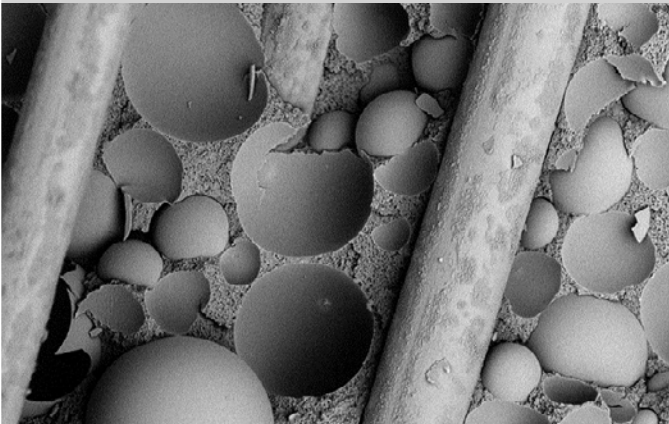
- Provides higher durability and minimizes use of iridium in water electrolysis, the primary means of green hydrogen production
- Can help reduce iridium loading and lower system costs
- Can enable green hydrogen production technology to scale by allowing electrolyzer efficiency and lifetime requirements to be met



## Glass bubbles protect hydrogen transport

Once hydrogen is produced, it must be transported and stored. That’s where **3M’s glass bubbles** come in. An efficient form of cryogenic insulation, they’re integral to the global shift toward a sustainable **hydrogen economy**.

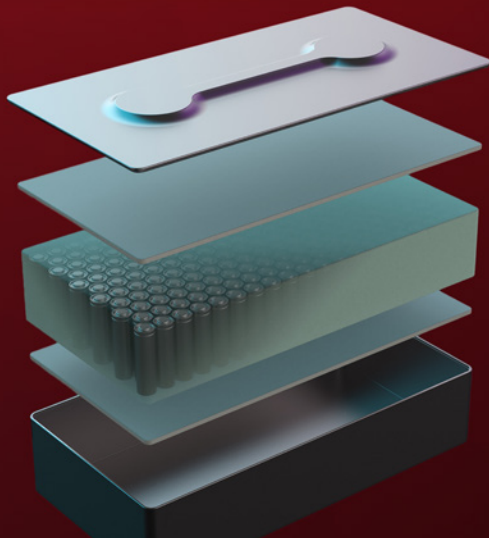
- Provides superior thermal insulation for the transportation and storage of hydrogen
- Reduces the amount of boil-off from heat by up to 44%
- More hydrogen ultimately gets delivered to the end customer



## Paving the way for electric vehicles

To contribute to the economy around lower-carbon-footprint vehicles, our teams advance **battery performance** with innovations for thermal management, assembly, insulation, and more — including a **new barrier solution** that helps maintain optimal battery performance under tough conditions.

- Cushions battery cells to help enhance performance
- Protects nearby cells from heat if an individual cell fails
- Helps drive the adoption of EV batteries





# Task Force on Climate-Related Financial Disclosures (TCFD) recommendations

Severe weather and long-term climate trends could affect 3M’s operations and supply chain. Our TCFD recommendations table provides a detailed breakdown of our climate risk process.

Climate risk process			
Governance	<p>The highest level of climate risk governance is the responsibility of the Board of Directors and its 3M Science, Technology &amp; Sustainability Committee, which reports to the full Board at each Board meeting. The committee’s roles and responsibilities include reviewing the company’s policies and programs on sustainability and assisting the Board in identifying and analyzing significant emerging science and technology, disruptive innovations, sustainability, materials vulnerability, and geopolitical issues that may impact the company’s overall business strategy, global business continuity, and financial results.</p> <p>Consulting with the Board of Directors, the Audit Committee of the Board, and the company’s senior management, 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. Climate change risk is assigned to the 3M Science, Technology &amp; Sustainability Committee.</p> <p>For the purpose of discussing climate-related risks, “substantive financial impact” means an event or circumstance that would individually or in the aggregate have a material adverse effect on the consolidated financial condition or operations of 3M and its subsidiaries and affiliates taken as a whole.</p>		
Integration into enterprise risk	<p>3M derives approximately 56% of our revenues from outside the United States. Our company’s results are impacted by the effects of, and changes in, worldwide economic, political, regulatory, international trade, and other external conditions.</p> <p>Climate change, as well as related environmental and social regulations, may negatively impact 3M or our customers and suppliers in terms of availability and cost of natural resources, sources and supply of energy, product demand and manufacturing, and the health and well-being of individuals and communities in which we operate.</p> <p>Additional details on our enterprise risk assessments can be found in <a href="#">the Corporate governance section</a> and in our <a href="#">Annual Report on Form 10-K</a>, Item 1A.</p>		
Time frames	Short-term, 0–1 years	Medium-term, 1–5 years	Long-term, 5+ years
Board oversight	<p>3M’s Science, Technology &amp; Sustainability Committee of the Board of Directors is responsible for providing the general oversight of the scientific and technological aspects of 3M Company’s businesses and the company’s sustainability and stewardship activities.</p>		
Frequency on Board’s agenda	<p>3M’s Science, Technology &amp; Sustainability Committee of the Board of Directors meets with the frequency and at intervals it determines necessary to carry out its duties and responsibilities, but in any case, not less than three times a year.</p>		
Corporate officer’s oversight	<p>In addition to the members of 3M’s Science, Technology &amp; Sustainability Committee of the Board of Directors, the 3M CEO has the highest level of direct responsibility for assessing and managing climate-related issues. The CEO carries on the company’s history of addressing both the challenges and the opportunities presented by climate change and the energy economy.</p> <p>3M’s executive-level Corporate Environmental Responsibility and Sustainability Committee (ERSC) provides leadership, oversight, and strategy to encourage and assure sustainability opportunities are recognized. It develops and monitors adherence with sustainability-related policies and procedures. This committee includes 3M’s CEO, EVP &amp; CFO, EVP R&amp;D &amp; CTO, Group President Enterprise Operations, EVP &amp; Chief Counsel Enterprise Risk Management, EVP &amp; Chief Legal Affairs Officer, EVP &amp; Chief Public Affairs Officer, SVP &amp; Chief Sustainability Officer, SVP Environmental Stewardship, and SVP Global Chemical Operations.</p>		
Identification and assessment	<p>Managing risk requires integrating a multidisciplinary companywide risk identification, assessment, and management process. See <a href="#">the Corporate governance section</a> for details on the identification and assessment of the major risks facing the company.</p> <p>Climate risk prioritization associated with physical impacts such as floods, drought, water scarcity, and shifting precipitation patterns is conducted annually for 3M’s global manufacturing through the World Resources Institute’s (WRI) Aqueduct™ Water Risk Atlas stress-level screening tool, Aqueduct 4.0. Baseline and three future scenario analyses include “optimistic” with emissions peaking and declining by 2040 with emissions constrained to stabilize at ~650 ppm CO<sub>2</sub> and temperatures to 1.1–2.6 °C by 2100; “business as usual” representing a world with stable economic development and rising global carbon emissions with CO<sub>2</sub> concentrations reaching ~1370 ppm by 2100 and global mean temperatures increasing by 2.6–4.8 °C relative to 1986–2005 levels; and “pessimistic” with steady rising global carbon emissions with CO<sub>2</sub> concentrations reaching ~1370 ppm by 2100 and global mean temperatures increasing by 2.6–4.8 °C relative to 1986–2005 levels.</p> <p>Based on our analysis of physical risks to individual 3M manufacturing sites, none are deemed to create overall enterprise risk due, in part, to the diversity of 3M’s global capabilities and our business continuity planning efforts.</p>		

Climate risk process

Frequency of monitoring	<p>3M continually evaluates aspects of risk. 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.</p> <p>3M will assess climate-related risks as a part of our analysis of physical risk to our manufacturing as climate modeling advances and as acquisitions or divestitures require. 3M’s business continuity and crisis management planning help manage risks facing the company’s physical operations, supply chains, and workforce. Programs are reviewed at least annually.</p> <p>In addition to our Board of Directors’ committees, climate risk is reviewed throughout the year within our executive-level Corporate Environmental Responsibility and Sustainability Committee (ERSC).</p>	
Transition risk	Regulatory	3M continually evaluates aspects of regulatory risk during regular business interactions, including new product development and continual business improvement. 3M’s manufacturing operations are affected by national, state, and local environmental laws and regulations around the world. 3M has made, and plans to continue making, necessary expenditures for compliance with applicable laws and regulations. 3M is also involved in remediation actions relating to environmental matters, including from past operations at certain sites.
Transition risk	Technology	<p>3M’s three business groups bring together common or related 3M technologies, enhancing the development of innovative products and services and providing for efficient sharing of business resources. Our global operations bring together a combination of our 49 unique Technology Platforms to produce tens of thousands of products that are sold around the world. Risks related to technology are identified and mitigated through our New Product Introduction (NPI) process and continuous improvement program.</p> <p>This product diversity enables 3M to identify solutions to help solve our customers’ challenges. In 2024, 3M invested \$1.1 billion in research and development to build upon our existing technologies to find innovative solutions to our customers’ challenges. This combination of diversity and investment enables 3M to remain on the cutting edge of science while supporting our customers’ future needs as the climate changes. In addition, since 2019 we have expected each new product entering our NPI process to have a Sustainability Value Commitment demonstrating how it advances overall sustainability, improves competitiveness, and responds to customer demand.</p>
Transition risk	Legal	<p>The company is subject to risks related to international, federal, state, and local treaties, laws, and regulations, including those involving product liability; antitrust; intellectual property; environmental, health, and safety; tax; the U.S. Foreign Corrupt Practices Act and other anti-bribery laws; international import and export requirements and trade sanctions compliance; regulations of the U.S. Food and Drug Administration (FDA) and similar foreign agencies; and other matters. The company is also subject to compliance risks related to legal or regulatory requirements, contract requirements, policies and practices, or other matters that require or encourage the company and its suppliers, vendors, or channel parties, to conduct business in a certain way.</p> <p>For a more detailed review of this topic, see the discussion in Item 8, Note 19: “Commitments and Contingencies” in <a href="#">3M’s Annual Report on Form 10-K</a>.</p>
Transition risk	Market	Results are impacted by the effects of, and changes in, worldwide economic, political, regulatory, international trade, geopolitical, and other external conditions. 3M derives approximately 56% of our revenues from outside the United States, and, accordingly, 3M’s operations and the execution of our business strategies and plans are subject to global competition and economic and geopolitical risks that are beyond our control, such as, among other things, disruptions in financial markets; economic downturns; military conflicts; public health emergencies; political changes and trends such as protectionism; economic nationalism resulting in government actions impacting international trade agreements or imposing trade restrictions such as tariffs and retaliatory counter measures; and government deficit reduction and other austerity measures in locations or industries in which 3M operates.
Transition risk	Reputation	Our customers rely on 3M to work to help solve the world’s greatest challenges, all with the aim of transforming businesses and improving lives. We are defined by more than just what we make — we are defined by how we do business: always striving to make the right choices for our company and our customers and protecting our reputation in all we do in accordance with our Code of Conduct.
Physical risk	Acute and chronic	Every year, local incident management teams at every 3M site and international subsidiary must review and update their business resilience plan to reflect current conditions. They also perform a tabletop incident response exercise. 3M Corporate Audit and Global Security monitor site compliance with the crisis management plan.

Climate risk process

Supply chain risk	Upstream	<p>3M depends on various components, compounds, raw materials, and energy (including oil and natural gas and their derivatives) supplied by others for the manufacturing of 3M products. Supplier relationships have been and could be interrupted in the future due to supplier material shortage, climate impacts, natural or other disasters, and other disruptive events such as military conflicts, or be terminated. Risks from upstream suppliers are identified at the product level through the New Product Introduction (NPI) and continuous improvement processes at 3M. An on-site assessment of a supplier may be conducted by 3M or a third party, and any deficiencies are ultimately corrected through a Supplier Responsibility Code corrective action process.</p> <p>3M mitigates supply chain risks through a variety of management practices, including multisourcing raw materials, prequalifying potential outsource manufacturers, and maintaining appropriate stocks of raw materials and contingency plans with key suppliers to ensure supply to 3M in the event of supply disruption.</p>
Product risk	Downstream	<p>Risks from downstream product use are identified at the product level through the life cycle management (LCM) process at 3M, which evaluates the planned use and disposal of 3M products and identifies potential hazards and risks associated with the use and disposal of 3M products. Mitigation of these risks is highly diverse and product-specific.</p>
Financial risk	<p>At 3M, we continually evaluate our approach to opportunity and risk. We believe the concept of risk appetite and tolerance is an essential component of strategic planning. With oversight from the Audit Committee of the Board, 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.</p> <p>3M has operations across the globe, with regionalized supply chains that enable more localized and diversified production of our products. This helps reduce our risk from local climate impacts on our operations. 3M’s three business groups bring together common or related 3M technologies, enhancing the development of innovative products and services and providing for efficient sharing of business resources. Our operations bring together a combination of our 49 unique Technology Platforms to produce tens of thousands of products that are sold around the world.</p> <p>We believe this governance of risks by Board committees, which share information with the full Board, is appropriate for a diversified technology and manufacturing company like 3M. <b><u>3M’s Annual Report on Form 10-K</u></b>, Item 1A outlines risk factors applicable to the company.</p>	
Financial opportunities	<p>Financial opportunities include products, services, and resource efficiency. Access to dependable energy supplies and energy efficiency directly affects all businesses and communities. Energy usage and climate concerns require systemic change. 3M is a science-based diversified technology company providing innovative solutions to address these and other physical climate opportunities.</p>	
Metrics	<p>We have established key sustainability metrics to measure and manage climate risk that go beyond compliance to thinking holistically about our operations and products. We report on historical periods to allow for trend analysis with a clear description of the methodologies we use to calculate or estimate limitations and assumptions.</p>	
Principles	Goals	<p>Commit to taking measurable action toward defined objectives to make a positive climate impact in alignment with IPCC findings.</p>
	Relevance	<p>Clearly define boundaries.</p>
	Completeness	<p>Strive to calculate and report data coverage to 100% of inventory for scope 1 and scope 2 GHG emissions.</p> <p>Advance our methodology on calculating scope 3 emissions and evaluate actions we can take to improve them.</p>
	Consistency	<p>Base our data on approved methodologies and enhance our disclosures as we improve upon those methodologies.</p>
	Accuracy	<p>Develop corporate systems and auditing procedures.</p>
	Transparency	<p>Report on emissions and activities in a way that is relevant to stakeholders.</p>





# Communities

We're committed to leveraging our people, products, and philanthropy to help build resilient, strong communities through science, technology, engineering, and mathematics (STEM) education, a robust skilled trades workforce, and community and environmental programs.



Learn more at [People and Community](#) and at [Communities](#) on our sustainability website.

## Investing in communities

3M has a history of helping build the communities in which we work and live through strategic investments. We invest in our communities to increase the availability of skilled talent and to attract and motivate employees who value working for a company that prioritizes corporate responsibility. Between 1953 and 2024, 3M and 3M Foundation invested:

✓ **\$2.11B** in cash and product contributions in communities where 3M operates

3M develops and implements strategies and partnerships with leading organizations committed to advancing opportunities in our community. The 3Mgives Advisory Board that guides this work is composed of company leaders across the globe and across functions. To ensure our support benefits the communities being served, 3M engages key partners and initiatives to help evaluate the outcomes of grants and employee engagement initiatives.

## \$50 million commitment over five years

Since 2020, 3M has invested \$50 million to address opportunity gaps through workforce development initiatives in the communities where our employees live and work. This investment is in addition to our existing corporate philanthropy programs.

To measure our impact and inform future investments, we worked with Ecotone Analytics in 2022 to evaluate the projected social return on investment for our entire commitment. This analysis projected that every \$1 we invested in our community would generate nearly \$3 worth of social impact — exceeding our initial internal target of a \$2.50 return for every dollar invested.

As a science-based manufacturing company, we're committed to advancing economic opportunity through science, manufacturing, and skilled trades jobs. Education and workforce development are key to broadening access to these careers for students. But we also help fulfill basic needs that must be met for educational experiences to gain traction. Students need a foundation of stable housing, consistent nourishment, and necessary supplies if they're to truly benefit from learning opportunities. To this end, we continued to support

the 3M Community Fund in 2024, which is invested through the Greater Twin Cities United Way and the Saint Paul & Minnesota Foundation, to provide holistic support for families in our headquarters community.

## Environmental and community resilience

3M supports the communities where we live and work. By leveraging our expertise and capabilities alongside community stakeholders and convening across sectors, we address important challenges facing our communities.



Photo by Ray John Marquez,  
Tax Specialist, Philippines

# Empowering the next generation

3M supports education initiatives that advance opportunities in STEM for students globally. We do this through our philanthropy, partnerships, and robust volunteerism among employees globally.

In 2024, 3M was honored to receive a “Giving Wings to Dreams” award from STARBASE Minnesota. STARBASE inspires creativity, interest, and hands-on learning in STEM with interactive activities like rocket launches and 3D design. As a longtime supporter of the organization, we were

delighted to be acknowledged as a partner or individual who exceeds partnership expectations.

Learn more about **3M’s support for STEM experiences** on our sustainability website.

## Opening doors to the skilled trades

**3M™ Skills Development Center** – Our 15,000-square-foot automotive training facility in St. Paul, Minnesota, is dedicated to educating and upskilling technicians on the most up-to-date automotive collision repair and refinishing processes. The center offers intensive hands-on training to

technicians of all experience levels and helps us raise awareness in the community of the economic opportunity offered by the skilled trades. It’s one more way 3M invests to meet the need for qualified workers in the skilled trades.

**WorldSkills** – 3M continues to support WorldSkills, a global organization that promotes the development of skills in the trades through project platforms, campaigns, and conferences. Three 3M engineers coached young competitors at WorldSkills’ biannual competition, held in Lyon, France, in September 2024. 3M also sponsored six skills categories and provided numerous products and safety glasses for use in the competition.



3M’s **2024 docuseries Green Works** shares stories from people around the world who are working to address climate challenges and demonstrating the powerful impact of green jobs on our planet and its future.







# Inspiring employees to give back

## 3M Impact

Our portfolio of skills-based volunteer programs allows 3M employees to use their business skills, experience, and passion to make a difference in local and global communities. Focused on working with social enterprises and nonprofit organizations, we invest in volunteer programs including:

- **3M Impact Global** – Employees are sent to communities around the world to work on-site with local nonprofit organizations and social enterprises for two weeks. In 2024, 141 3M employees deployed to 12 countries and worked with 36 organizations.
- **3M Impact Local** – Employees work with a nonprofit organization or social enterprise in their own communities.
- **3M Impact Small Business Hackathon** – Using a hackathon approach, employees provide quick-hit solutions for small businesses.

For example, in 2024, four 3M Impact Global volunteers worked with an organization in Bulgaria that aims to enhance the long-term care of city trees by creating an interactive map of trees in urban areas. The volunteers used their skills to develop business, financial, and pricing plans, as well as to operationalize a hiring process — complete with job descriptions and onboarding documents — to help the organization expand.

## Matching gifts

3M amplifies employees' philanthropic impact through relevant matching gift programs. In the United States, 3M matching gift programs match employee gifts and volunteer time. In 2024, U.S. employees contributed \$1.4 million in donations. When combined with 3M's match, this totaled more than \$3.7 million in donations to help solve our communities' greatest needs, supporting more than 2,600 organizations.

With the 3M Volunteer Match program, 3M donates money to eligible nonprofit organizations when a U.S.-based 3M employee volunteers in our community. In 2024, 3M offered a \$20 volunteer match for each hour of service, up to \$500 for U.S. employees. Since 2000, 3M has donated \$13.8 million in 3M Volunteer Match dollars, and in 2024 Volunteer Match grants supported more than 960 unique schools and nonprofit organizations throughout the U.S. In addition, we support 3M employees serving on nonprofit boards of directors with our 3M Board Service Match program.

## Product donations

We work to provide 3M products to a multitude of nonprofit organizations. We're especially eager to help communities in times of need, such as during geopolitical events or natural disasters, and we work with strategic community partners to provide product donations and financial support. When possible, we supply products before crises happen.

✓ **\$20.1M** in products donated globally in 2024

3M and longtime partner Direct Relief launched a global respiratory protection initiative in 2024 to boost preparedness ahead of the hurricane and wildfire season. Serving as the Official Respiratory Protection Sponsor, 3M pledged to meet Direct Relief's entire forecasted annual need for N95 filtering facepiece respirators with a donation of 5 million units. Direct Relief used the respirators in its global humanitarian response efforts, loading them into its strategic emergency stockpile, encompassing wildfire kits, emergency medical backpacks, hurricane preparedness packs, cholera kits, and an extensive network of U.S. safety net clinics.

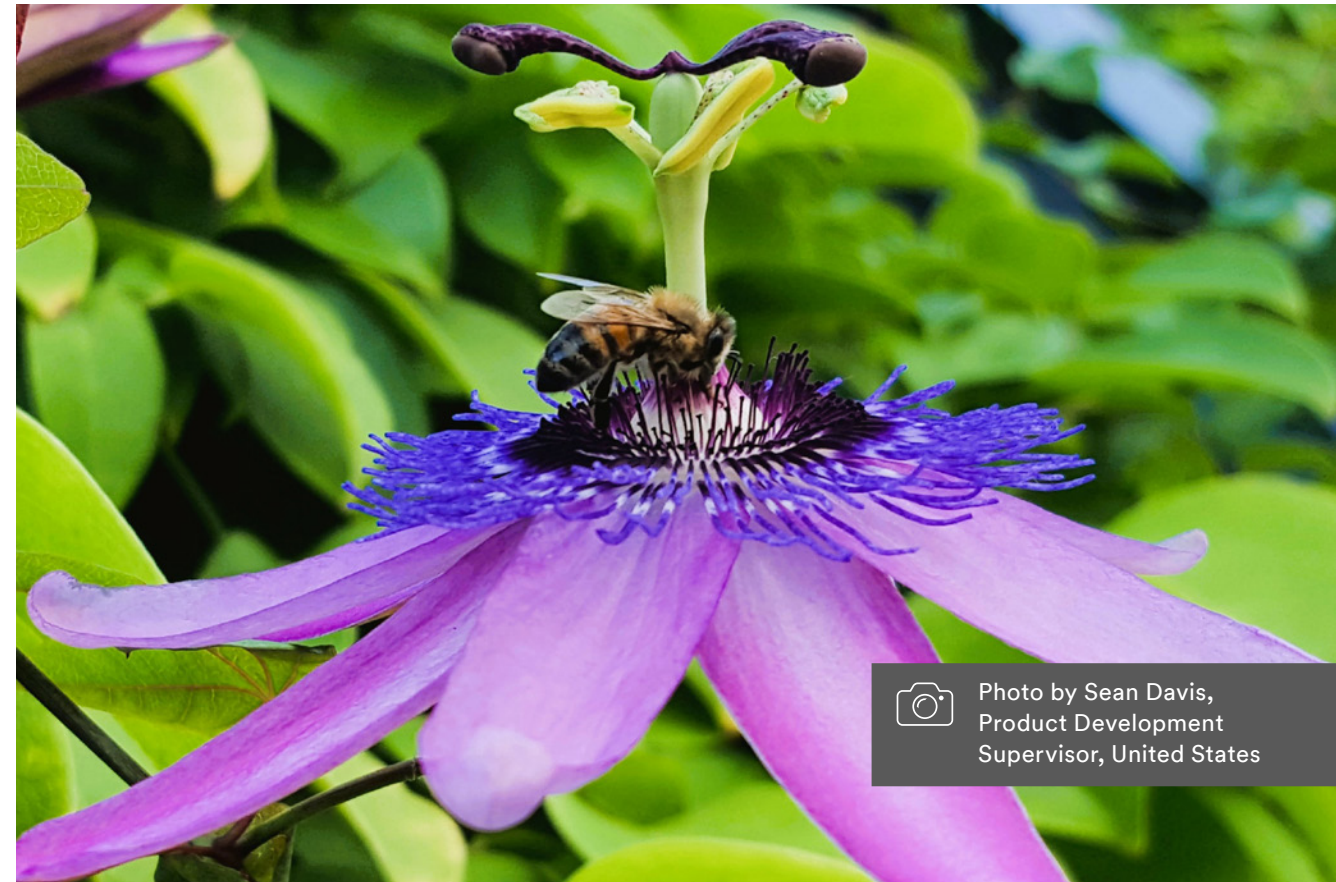


Photo by Sean Davis,  
Product Development  
Supervisor, United States





# Governance

## Corporate governance

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.



Learn more about **3M's corporate governance** on our sustainability website.

## Governance oversight

3M's Board of Directors is composed of experienced leaders who possess deep expertise in areas important to 3M. Shareholders, who have several options to nominate individuals to serve as 3M directors, choose those directors annually. 3M's Board serves as elected representatives of the shareholders and acts as an adviser and counselor to the CEO and senior management. The Board also oversees:

- Long-term strategic plans and capital allocation
- Environmental stewardship and sustainability
- Enterprise risk management, including cybersecurity

**3M's Proxy Statement** provides annual updates on governance topics, including:

- Qualifications and experiences of our Board members
- Director independence
- Board and committee leadership structure, Board refreshment, and Board committee composition and responsibilities
- Shareholder outreach and engagement
- Board oversight activities, including with respect to strategy, risk management, management succession planning, human capital, and sustainability
- Executive compensation





## Sustainability governance

Through engagement with our Board of Directors, executive leadership team, and business units, we’re working across 3M to advance progress toward our sustainability ambitions. Learn more in our [2025 Proxy Statement](#), Board’s role in sustainability.

Group	Function
Board of Directors	<ul style="list-style-type: none"><li>Receives regular sustainability updates at Board meetings</li><li>Reviews sustainability-related risks as part of 3M’s enterprise risk program</li></ul>
Science, Technology & Sustainability Committee of the Board of Directors	<ul style="list-style-type: none"><li>Provides primary oversight of 3M’s sustainability and stewardship activities, including environmental and product stewardship efforts and legal and regulatory compliance, among others</li><li>Reviews 3M’s sustainability policies and programs to identify and analyze significant sustainability, materials-vulnerability, and geopolitical issues that may impact 3M’s overall business strategy, global business continuity, and financial results</li></ul>
Audit Committee of the Board of Directors	<ul style="list-style-type: none"><li>Discusses with management procedures and controls, as well as audit or assurance requirements, related to sustainability reports</li></ul>
Environmental Responsibility and Sustainability Committee	<ul style="list-style-type: none"><li>Provides leadership, oversight, and strategy to encourage and ensure sustainability opportunities are recognized</li><li>Develops and monitors adherence with strong sustainability-related policies and procedures</li><li>Includes 3M’s CEO, EVP &amp; CFO, EVP R&amp;D &amp; CTO, Group President Enterprise Supply Chain, EVP &amp; Chief Counsel Enterprise Risk Management, EVP &amp; Chief Legal Affairs Officer, EVP &amp; Chief Public Affairs Officer, SVP &amp; Chief Sustainability Officer, SVP Environmental Stewardship, and SVP Global Chemical Operations</li></ul>
Chief Sustainability Officer	<ul style="list-style-type: none"><li>Leads 3M’s sustainability activities</li><li>Reports to the Environmental Responsibility and Sustainability Committee and other internal and external groups</li></ul>
Sustainability leaders in business groups, areas, and enterprisewide	<ul style="list-style-type: none"><li>Drives sustainability priorities and initiatives consistent with the scope of their role</li><li>Leads customer relationships to solve shared global challenges</li></ul>

## Director and executive compensation

Working with an independent compensation consultant, the Nominating and Governance Committee annually reviews the status of the Board of Directors’ compensation in relation to peer companies and recommends to the Board any changes in compensation for non-employee directors.

The Compensation and Talent Committee regularly reviews aspects of executive compensation. The committee, along with an independent compensation consultant, assesses the design of incentive compensation and associated risks, recommending changes when appropriate. The committee also reviews stakeholder feedback around executive compensation.

For more information on director and executive compensation, see our [2025 Proxy Statement](#), our [Nominating and Governance Committee Charter](#), and our [Compensation and Talent Committee Charter](#).

## Enterprise risk

The Board oversees the company’s risk profile and management’s processes for assessing and managing risk. The Board has delegated to the Audit Committee the primary responsibility for oversight of policies and procedures with respect to company risk assessment and risk management activities, the company’s major risk exposures, and management monitoring and mitigation activities. The Board has also delegated oversight of specific risks to various committees.

## Risk oversight

The Board reviews enterprise risks at least annually. The full Board review has included, among other things, growth, portfolio management, and product stewardship; PFAS litigation and other legal and regulatory matters; fluorochemical stewardship; supply chain resiliency; human capital management; climate adaptation; artificial intelligence; cybersecurity and information security; geopolitical risks; and operations. Other categories of risk and certain sustainability elements have been assigned to designated Board committees. The chair of each committee that oversees risk provides a summary of the matters discussed with the committee to the full Board following each committee meeting, and the minutes of each committee meeting are also provided to all Board members.

The Board believes that its practices related to oversight of risk, including through delegation to its committees and the sharing of information with the full Board, is appropriate for a diversified technology and manufacturing company like 3M.

See [3M’s 2024 Annual Report and 2025 Proxy Statement](#) for a summary of risk factors applicable to the company (annual report, Item 1A) and for details on Board oversight committees and members (proxy statement).

## Enterprise Risk Management

3M also manages risks related to ongoing, emerging, and potential litigation. See our [2024 Annual Report on Form 10-K](#), Item 8 – Note 19: Commitments and Contingencies for more information.



# Integrity and compliance

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

## Global compliance program

3M’s Ethics & Compliance Department manages and administers our global compliance program, which is led by our chief ethics & compliance officer, a senior vice president role. The department is staffed with compliance professionals around the world.

The compliance program is designed to meet the U.S. Federal Sentencing Guidelines and similar global standards, as well as the requirements of other countries’ anti-bribery laws. The program includes:

- A global code of conduct based on a core set of business conduct principles
- Awareness campaigns through education, training, and communication
- Periodic evaluations, audits, risk assessments, and procedures to measure and assess the compliance program’s effectiveness
- A 24-hour global helpline and website through which employees, customers, vendors, and other external parties can report concerns and ask questions (anonymously in most countries)

- Risk-based due diligence on business partners, potential acquisitions, equity investments, and candidates for hire and promotion
- Investigation expertise
- Incentives and discipline to address compliance successes and failures

### Governance structure

The chief ethics & compliance officer reports directly to the Audit Committee of the 3M Board of Directors. The Audit Committee helps the Board oversee 3M’s legal and regulatory compliance efforts. This direct reporting line ensures the independence of the Ethics & Compliance Department, which is responsible for overseeing and administering strategic, systemic, and operational components of 3M’s compliance program.

Several senior executives sit on the 3M Business Conduct Committee, which is chaired by 3M’s chief ethics & compliance officer. This internal committee oversees 3M’s implementation of a global compliance program. Similar business conduct committees exist strategically, based on risk, in certain geographies and business operations to prioritize and operationalize compliance activities.

The chief ethics & compliance officer provides quarterly updates on compliance activities to the Audit Committee of the Board of Directors and the 3M Business Conduct Committee.

## 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 our global nonproduction employees. Each year we establish a training plan based on an assessment of internal and external factors that help prioritize topics and timing of deployment.

Online courses cover all areas of our compliance program and are offered in languages appropriate for our employee population. Recent courses include Introduction to International Trade Compliance, Preventing Workplace Harassment, and Promoting Information Security. Each course starts with questions that assess the employee’s

knowledge level. The employee is then presented with scenario-based questions tailored to this level and must demonstrate proficiency in the topic to complete the course. On-demand online Ethics & Compliance training is also available.

Ethics & Compliance tracks on-time and total completion rates. We continually analyze scores and other course data to shape future training needs. Ethics & Compliance courses are now available through 3M Learn, 3M’s corporatwide learning platform — an easy, accessible one-stop shop for employees.

In addition to online training, the Ethics & Compliance Department — in close collaboration with other corporate functions — provides frequent tailored live training to businesses, subsidiaries, staff groups, and third parties.





## Reporting concerns: “Speak Up”

We hold all 3M employees, including supervisors, managers, and other leaders, responsible for knowing and following the ethical, legal, and 3M policy requirements that apply to their job and for reporting any suspected violations of law or the Code of Conduct.

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, or the Audit Committee of the Board of Directors. At 3M, we make it clear that speaking up is the right thing to do and an expectation of all employees.

3MEthics.com is a 24-hour confidential online reporting system. Reporters can choose to submit concerns anonymously in most countries. It’s managed by a third-party vendor and is available to 3M employees and others internally and externally. The system does not trace phone calls or use caller identification, nor does it generate or maintain internal connection logs containing internet protocol (IP) addresses. Web-based reports are made through a secure internet portal that does not trace or show user screen names. In further support of anonymous reporting, a system enhancement allows a reporter to enter an email address (not visible to anyone in the system) to receive communications from investigators, increasing reporters’ visibility to case status and activity.

The Ethics & Compliance Department is responsible for reviewing every reported business conduct concern and assigning an appropriate investigative resource if needed. The results may indicate a need for focused employee training or process improvements, and we work with key stakeholders to address those needs. Substantiated violations may result in disciplinary actions, from warnings to suspensions to termination.

The [3M Global Allegations & Disciplinary Actions](#) graph illustrates business conduct-related reports raised in 2022, 2023, and 2024 using 3MEthics.com. We use these data to prioritize resources and focus strategies.

## 3M’s non-retaliation policy

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 after an investigation to discuss if the person has experienced any form of retaliation.

For anonymous reporters who use 3MEthics.com, follow-up is handled through 3MEthics.com to maintain anonymity. If the reporter expresses concern that they’re a target of retaliation, the investigations team will start a separate investigation or take other action to ensure the reporter is protected. 3M takes a strong position against retaliation, which is reflected in our Non-Retaliation Policy and within [3M’s Employee Obligations and Reporting Principle](#).





# Commitment to anti-corruption

As a participant in the United Nations Global Compact (UNGC), 3M is committed to supporting all its principles, including Principle 10 on Anti-Corruption. Our commitment and involvement with the UNGC and our community of peer companies provide us with the opportunity to collaborate and share best practices related to work against corruption in all its forms.

3M's Code of Conduct requires compliance with all applicable anti-bribery laws, including the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, Brazil's Clean Company Act, and local laws where 3M operates. It applies to 3M employees as well as our business partners. 3M's Anti-Bribery Principle and anti-bribery policies and procedures have been communicated to all employees.

In 2024, 3M employees received four to five online training courses related to our Code of Conduct, including topics that are part of our anti-corruption program. In addition, our Avoiding Bribery and Corruption online training is required of our nonproduction employees. Live training may also be provided to employees, including some in higher-risk roles such as legal, audit, sales, marketing, export, and global trading. In 2024 we also rolled out our annual Code of Conduct certification across the organization.

3M's commitment to anti-corruption is also reflected in our management of third-party intermediaries and other business partners. We conduct due diligence reviews of our third parties based on an assessment of risk factors, including transaction size, type of relationship, government interactions, and geography. We respond to identified risks with specific actions, such as training, relevant contractual terms, and other risk-mitigating controls. We have an active monitoring program for approved third-party relationships, including risk-based negative media reviews and proactive audits. 3M may end a relationship with a business partner if we determine the risk is too high and cannot be mitigated.

To enhance our communications with third parties, including our expectations of ethical business conduct and our commitment to combat global bribery, we have an online training course available in 22 languages and a brochure available in 12 languages.

## Assessments

3M's Ethics & Compliance Department conducts compliance and anti-bribery evaluations of various 3M businesses, business models, and locations each year. An evaluation includes a review of transactions and supporting documentation of transfers of value to third parties, compliance records, and in-depth interviews with a cross-section of employees. No material risks around anti-corruption were identified in 2024.



Photo by Stacey Claessens,  
3Mgives Global Manager,  
United States





# Human rights

Within our own business, our approach to managing and protecting human rights is guided by the 3M Code of Conduct. We also expect our suppliers to share our commitment to complying with applicable law and upholding the human rights of workers.



Learn more about [our approach to human rights](#) on our sustainability website.

## Human rights charters

3M supports several external human rights charters, including United Nations Global Compact; Universal Declaration of Human Rights; European Convention on Human Rights; United Nations Guiding Principles on Business and Human Rights; International Labor Organization's Declaration on Fundamental Principles and Rights at Work; Organisation for Economic Cooperation and Development (OECD) — Guidelines for Multinational Enterprises, including OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas; and United Nations Convention Against Corruption. Further, the 3M Code of Conduct and its underlying principles require compliance with all applicable laws and respect for internationally recognized human rights in all global operations.

## Human rights in the workplace

### Freedom of association and the right to collective bargaining

As stated in our Human Rights Policy, 3M respects “the ability of employees to choose whether

or not to join unions and engage in collective bargaining, as permitted by applicable laws in the countries where 3M does business.” Collective labor organizations and/or representative bodies represent approximately one-fourth of 3M’s global employee workforce. As 3M’s business and operations evolve, 3M also monitors local laws to ensure compliance with applicable laws regarding consultation and/or notice periods.

### Child labor and minimum hiring age

Our commitment to helping abolish child labor is evident in our [Human Rights Policy](#) and [Modern Slavery Statement](#). While minimum hiring age requirements may vary by geography, 3M has adopted global expectations regarding the hiring of minors. 3M adheres to a global minimum hiring age of 16. We also follow any applicable law that imposes a higher hiring age under certain circumstances. See our [Supplier Responsibility Code](#) for details on supplier requirements.

### Modern slavery

Modern slavery encompasses several human rights issues, including forced labor, bonded labor, child labor, human trafficking, and slavery-like practices.

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 businesses and to implementing systems and controls so these practices do not occur within our organization or supply chains.

### Forced and compulsory labor

3M complies with applicable laws and employment regulations. 3M does not engage or participate in forced labor, nor do we permit the practice of having employees pay recruitment or related fees in order to obtain employment. We expect the same from all our suppliers. Across 3M, experts in trade compliance, human resources, ethics and compliance, and responsible sourcing monitor human rights risks, trade laws, and related regulations. As we become aware of potential risks from specific regions or countries, we review our relationships and businesses to determine if we need to take further action. Learn more in our [Human Rights Policy](#), [Modern Slavery Statement](#), and [Supplier Responsibility Code](#).

## Human trafficking

3M is committed to using effective systems and controls to prevent human trafficking from taking place anywhere within our businesses or supply chains. Learn more about our approach to human trafficking in our [Supplier Responsibility Code](#) and [Modern Slavery Statement](#).

## Assessing human rights

Our human rights due diligence assesses our businesses and supply chains. Based on our assessment process, we’ve determined that in our spheres of influence (our own business and others acting on 3M’s behalf), the greatest potential for human rights impact is within our supply chain. Learn about 3M’s supplier expectations and requirements at [Supplier Requirements](#) and about our [risk-based supplier assessment process](#) in the Suppliers section.

Learn more about 3M’s due diligence management system and risk assessment in our [Modern Slavery Statement](#).





# Suppliers

3M expects our suppliers to be transparent about their practices related to the environment, labor, community impact, and risk mitigation, and to work with us on our shared value chain. We’re committed to responsible sourcing, and we recognize our responsibility to source from suppliers that share those values.



Learn more about [our Supplier Responsibility Code and other commitments](#) on our sustainability website.

3M’s supply chain consists of nearly 30,600 suppliers in over 280 subcategories in 91 countries and regions. 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](#) and in the Suppliers tab of our [nonfinancial metrics](#).

## Supplier risk assessment and supply chain transparency

3M manages change in supply markets, such as through opportunities to achieve value and, where necessary, to mitigate risk and secure supply. We conduct risk prioritization assessments each year to determine where to focus within each geographical area.

### 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

### Implementation and governance

3M’s global Responsible Sourcing team, part of the Global Procurement organization, implements our supplier risk assessment and auditing program. Oversight is provided by Global Procurement leadership and a cross-functional executive committee consisting of leaders from 3M Enterprise Supply Chain. In addition, the supplier risk assessment and auditing program’s status and results are provided to Global Procurement leadership and various business group partners.

### Risk assessment process

Our supply chain risk assessment process begins with a self-assessment questionnaire that helps us understand supplier programs and determine if they meet our expectations. The questionnaire focuses on the requirements of our [Supplier Responsibility Code](#) (SRC), which was updated in July 2024 and establishes our expectations for suppliers anywhere in the world and for any supplied material or service requirements.

3M may conduct a virtual or on-site assessment. We’ve integrated third-party ESG audit approaches, such as the [Responsible Business Alliance’s](#)

Validated Audit Program and other comparable methods, into our verification process for suppliers in higher-risk categories. In 2024, we expanded our use of third-party on-site SRC audits, building on successful pilots at six locations in 2023.

We address deficiencies through an SRC corrective action process. Follow-up on the corrective action may include additional audits. If a supplier is unable or unwilling to resolve any gaps or findings, the corrective action process moves to the supplier issue escalation process. If the supplier is still unwilling to work on the gaps or can’t resolve them in a timely manner, a cross-functional team considers alternative actions to elevate and resolve the situation.



## 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.

### Responsible mineral sourcing

3M is committed to prioritizing the responsible sourcing of minerals in our raw material supply network, and we use third-party risk assessments to help us achieve this. Beyond 3TG (tin, tantalum, tungsten, and gold), 3M's Responsible Minerals Sourcing program includes cobalt and mica sourcing. See our [Responsible Minerals Policy](#) for more details.

We're a 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, and in November 2024 we attended the annual global RMI member conference.

When we identify a nonconformant smelter, we conduct a due diligence process that may include contacting the smelter to educate them and encourage them to participate in the Responsible Minerals Assurance Process audit.

Learn more in 3M's Form SD and 3M's Conflict Minerals Report, filed with the Securities and Exchange Commission, at [Responsible Minerals](#).

### Forest product sourcing

As a global paper purchaser, 3M has adopted a [3M Forest Products Sourcing Policy](#) to set standards and expectations for our timber-based forest products 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 fiber 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, which works with companies, communities, nongovernmental organizations, and governments to improve environmental and social practices in global supply chains. It provides training and guidance to ensure businesses respect the environment and human rights.

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

Highlights include:

- **Indigenous Protected and Conserved Areas, Canada** – Along with our partner Earthworm Foundation, we're supporting Tsay Keh Dene Nation in British Columbia to protect high conservation value forests in their territory.
- **European boreal forest, Finland and Sweden** – Since 2019, 3M has engaged with suppliers in the European boreal forest, where pulp and paper sourcing can pose significant potential risks. 3M has formed partnerships with on-the-ground organizations, forest companies, and pulp and paper mills to develop robust continual-improvement plans for all partners.

Learn more at [Sustainable Forestry](#).



Photo by Jason Anderson,  
Materials Engineer,  
United States





# Appendix

## About report, scope, and boundaries

### Report schedule and period

**Current issue:** June 2025

**Next issue:** First half of 2026

**Previous issue:** March 27, 2024

This report provides a summary of the activities in fiscal year 2024 (January 1, 2024, to December 31, 2024). See our [nonfinancial metrics](#) for full 2024 metrics reporting.

### Organizational boundaries

This report covers 3M’s continuing operations (excluding Solventum) for owned manufacturing facilities and leased facilities worldwide, including joint ventures (if greater than 50% 3M ownership) and partially owned subsidiaries (if greater than 50% 3M ownership) where 3M has full operational control. In the case of shared sites, exclusion of Solventum from 3M’s organizational boundary included assigning environmental metrics proportional to each company’s operating footprint. Acquisitions are included in data sets once legally owned and fully integrated into 3M systems. All data included in the report are global data unless otherwise specified. Any significant organization changes are identified in the [2024 Annual Report and 2025 Proxy Statement](#).

### Forward-looking statements

This Global Impact Report and information on [3M.com/GlobalImpact](#) contains forward-looking statements about 3M’s financial and nonfinancial results, estimates, and business prospects that involve substantial risks and uncertainties. You can identify forward-looking statements by the use of words such as “plan,” “expect,” “aim,” “believe,” “project,” “target,” “anticipate,” “intend,” “estimate,” “will,” “should,” “could,” “would,” “forecast,” “future,” “outlook,” “guidance,” and other words and terms of similar meaning in connection with any discussion of future operating, financial performance, or business plans or prospects. In particular, such statements may include but are not limited to: (1) statements which may relate to the purpose, ambitions, aims, commitments, targets, plans, and objectives of 3M; sustainability progress; and the ambition to deliver on 3M’s promise to improve lives by helping solve the world’s greatest challenges; (2) financial data or information derived from the Company’s filings with the U.S. Securities and Exchange Commission; (3) environment, health, and safety and product stewardship (EHS | PS) data as related to the environment, safety performance, management systems, implementation, and regulatory compliance, including data collection systems at applicable sites that track and collect EHS | PS data through the corporatewide EHS | PS reporting systems; (4) 3M’s carbon emissions and renewable energy data as related to renewable energy contracts with third parties and utility-

controlled generation or distribution networks; (5) information regarding employees, social practices, and community engagement programs derived from various databases from within the Human Resources and 3Mgives organizations; (6) responsible sourcing of materials and related responsible sourcing systems and data; (7) acquisition- and investment-related data as integrated into 3M programs and reporting systems via a prioritized functional integration schedule over time; (8) the impact of acquisitions, strategic alliances, divestitures, and other unusual events resulting from portfolio management actions and other evolving business strategies, and possible organizational restructuring; and (9) statements about actions of contractors and partners or our work with them.

Forward-looking statements are based on certain assumptions and expectations of future events and trends that are subject to risks and uncertainties. Actual future results and trends may differ materially from historical results or those reflected in any such forward-looking statement depending on a variety of factors and circumstances, some of which are outside the control of the Company.

The Company assumes no obligation to update any forward-looking statements contained in this report as a result of new information or future events or developments. The term “material” used in this report refers to the “material topic” definition of the Global Reporting Initiative. It is used to refer to relevant topics that potentially merit inclusion in the report and that can reasonably be considered important for reflecting the organization’s economic, environmental,







and social impacts, or influencing the decisions of stakeholders. “Material” for the purposes of this report should not, therefore, be read as equating to any use of the word in other Company reporting or filings with the SEC.

No part of this Global Impact Report or [3M.com/GlobalImpact](https://www.3m.com/GlobalImpact) constitutes, or shall be taken to constitute, an invitation or inducement to invest in 3M or any other entity and must not be relied upon in any way in connection with any investment decisions. A further description of risk factors affecting 3M is located in [3M’s Annual Report on Form 10-K](#) under “Cautionary Note Concerning Factors That May Affect Future Results” and “Risk Factors” in Part I, Items 1 and 1A; and in 3M’s Quarterly Reports (Form 10-Q) in Part I, Item 2, and in Part II, Item 1A, as updated by applicable Current Reports on Form 8-K.

## Data collection, adjustments, and verification

The data provided in this report through facts and figures are based on activities during 3M’s fiscal year 2024 and where attainable are rounded to three significant figures or, in the case of percentages, are rounded to the nearest tenth. For some performance indicators, the previous year’s data are provided to allow for annual comparisons.

## Report data collection

Due to the size and geographical extent of our operations, it is at times difficult to obtain all data points. Therefore, to the extent possible, limitations and assumptions are stated as information in the report. This report’s data have been reviewed for accuracy and completeness, including the reliability of the systems used to obtain the data.

Unless noted below, corporate staff have also verified the implementation of policies and management systems through audits and self-reporting systems.

- **Financial data** – Financial information referenced in this report is collected and reported in accordance with the applicable requirements for the [2024 Annual Report on Form 10-K](#).
- **Emissions data** – Since 2002, the 3M Environment, Health, and Safety (EHS) Laboratory has calculated 3M’s greenhouse gas (GHG) inventory in accordance with the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) GHG Protocol Corporate Accounting and Reporting Standard. The 3M EHS Laboratory maintains an accreditation to ANSI/ISO/IEC 17025 through A2LA, a signatory to the International Laboratory Accreditation Cooperation Mutual Recognition Arrangement (ILAC MRA). Although it’s not possible to put 3M’s GHG inventory methodology on the lab’s scope of accreditation, our calculation methodology has been improved by incorporating several quality system elements from the ANSI/ISO/IEC 17025 Standard, including: defined responsibilities and interrelationships of all key staff; documented key personnel qualifications; control over quality system documents and procedures; control of records; corrective and preventive action system; internal audit program; and documented and approved calculation procedures.

- **Environment, health, and safety (EHS) data** – The EHS data in this report are related to the environment, safety performance, management systems, implementation, and regulatory compliance. Data collection systems are in place at applicable sites to track and collect environment, health, and safety data through the corporatewide EHS reporting systems (e.g., EHS 360, Compliance and Auditing Management and Metrics System (CAMMS), etc.).
- **Social data** – Information regarding employees, social practices, and community programs has been derived from various databases from within the Human Resources and 3Mgives organizations. These data have been reviewed and verified by the departments responsible for maintaining the internal reporting systems.
- **Responsible sourcing systems and data** – The policies and management systems implementation in this area have been reviewed and verified by the departments responsible for maintaining the internal reporting systems. Sites acquired by 3M are integrated into 3M programs and reporting systems via a prioritized functional integration schedule. The time frame for integration varies depending on subject matter reporting requirements and site systems before being acquired; however, on average, integration ranges from one to three years.

## Base year, restatements, and other adjustments

[3M’s 2024 Annual Report](#) and [Investor Relations website](#) document any changes to financial data.

For environmental metrics, 3M follows the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) GHG Protocol.

Whenever feasible, 3M adjusts base year and other years’ data if data collection methods change or data

errors are identified. Any significant changes in the measurement methods and/or data values applied to key environmental metrics from previous years are disclosed in the report. Significant changes are defined by this Global Impact Report as changes greater than 5% of the original data point.

See the [3M continuing operations \(excluding Solventum\) metrics file](#) for historical metrics restated to exclude Solventum.

## Data verification

**Internal verification:** 3M has conducted an internal verification of the information provided in this report and [related website](#). The objectives for our assurance process included:

- Accuracy and completeness of data
- Reliability of systems used to measure and record data
- Reliability of ratios compiled from underlying data
- Adherence to the GRI Standards
- Implementation of internal policies and related management systems as reported
- Presentation of a complete and fair picture in the report as a whole

**Third-party verification:** APEX Companies, LLC (“Assurance Provider” or “APEX”) provided independent third-party assurance for this report covering activities from January 1, 2024, to December 31, 2024. APEX provided moderate-level assurance in accordance with AA1000AS v3, Type 2, and issued an [independent assurance statement](#).



## Global principles and guidelines

We continue to review global reporting frameworks and the evolving efforts of existing reporting frameworks to streamline reporting requirements.

### Global Reporting Initiative

The Global Reporting Initiative (GRI) is a network-based organization that includes representatives from business, government, labor, third-party advocacy groups, and academia. The GRI organization has developed a framework for sustainability reporting. 3M has developed this report and related sustainability website using GRI Standards. Our priority topics are identified in our **priority tiers chart**. The GRI index organizes where specific GRI reporting elements and indicators are addressed in the report or other reporting sources, including our **sustainability website**, the **2024 Annual Report**, **2025 Proxy Statement**, and/or other sources noted on **3M's Investor Relations website**.

### TCFD

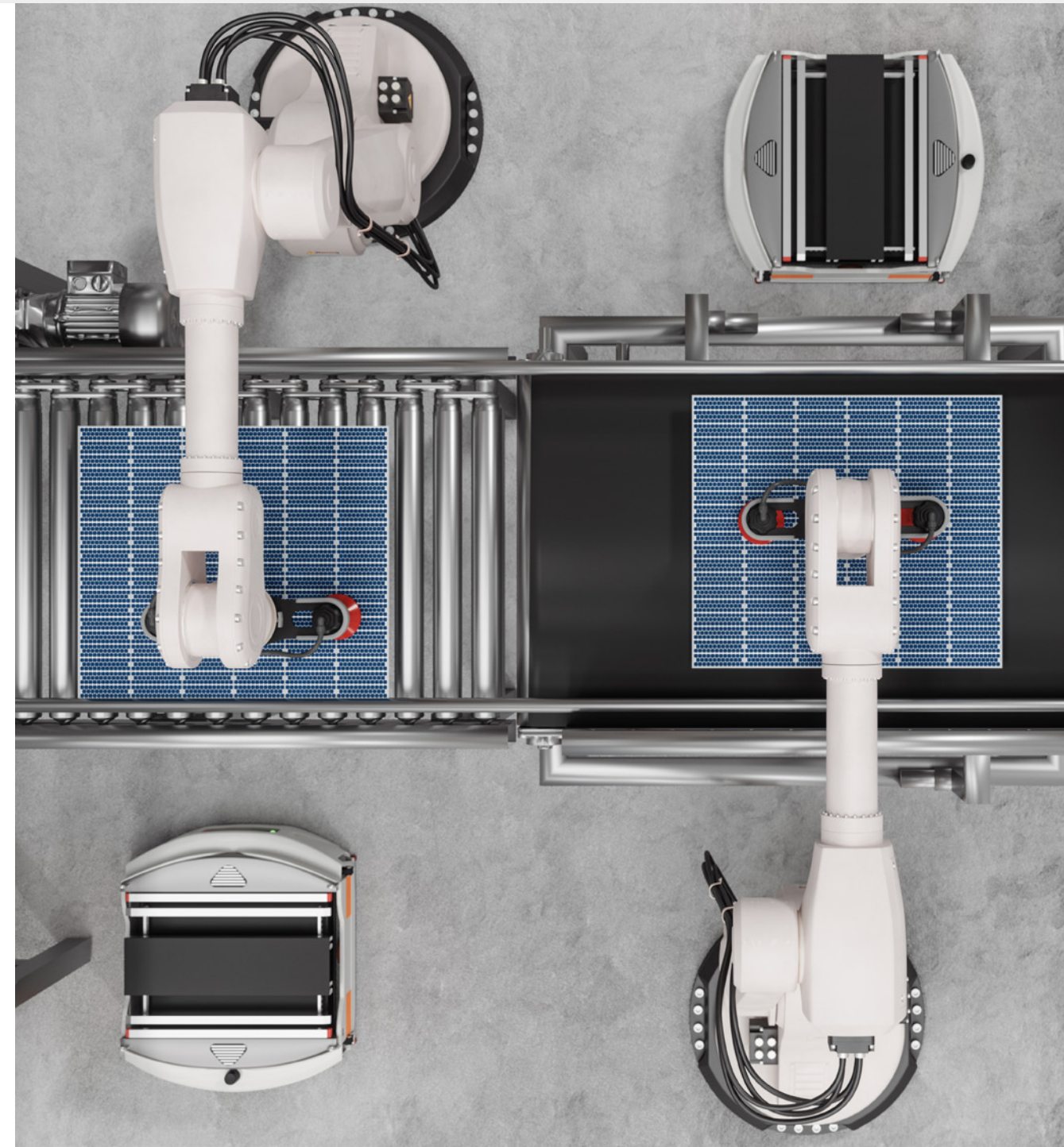
3M supports the **Task Force on Climate-Related Financial Disclosures' (TCFD) recommendations** for helping businesses disclose climate-related financial information.

### United Nations Global Compact (UNGC) Communication on Progress (COP), UNGC Principles, and 2030 Sustainable Development Goals

The UNGC is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment, and anti-corruption. 3M has been a UNGC participant since 2014.

### Contact 3M

You can contact 3M Sustainability at **Sustainability@mmm.com**.





# GRI index

## Global Reporting Initiative (GRI) content index

Disclosure number	Description	Cross-reference or direct answer	
GRI 2	General disclosures 2021		
2-1	Organizational details	Legal name: 3M Company Headquarters: 3M Center St. Paul, Minnesota, 55144-1000, United States	Ownership and legal form: <a href="#">Annual Report on Form 10-K</a>
2-2	Entities included in the organization’s sustainability reporting	<a href="#">About report, scope, and boundaries</a>	
2-3	Reporting period, frequency and contact point	<a href="#">About report, scope, and boundaries</a>	<a href="mailto:Sustainability@mmm.com">Sustainability@mmm.com</a>
2-4	Restatements of information	<a href="#">About report, scope, and boundaries</a>	
2-5	External assurance	<a href="#">Assurance statement</a>	
2-6	Activities, value chain and other business relationships	<a href="#">3M.com</a> <a href="#">About report, scope, and boundaries</a> <a href="#">Annual Report on Form 10-K</a> , Item 1 <a href="#">Customer-inspired innovation</a>	<a href="#">Building what’s next</a> <a href="#">Our employees</a> <a href="#">Suppliers</a>
2-7	Employees	<a href="#">Our employees</a> <a href="#">Annual Report on Form 10-K</a> , Item 1. Business – Resources – Human Capital	<a href="#">Our employees webpage</a> <a href="#">Environment, health, and safety</a>
2-8	Workers who are not employees	<a href="#">Our employees</a>	<a href="#">Environment, health, and safety</a>
2-9	Governance structure and composition	<a href="#">3M Board of Directors</a> <a href="#">3M Committee Composition</a> <a href="#">Corporate governance</a>	<a href="#">Corporate governance webpage</a> <a href="#">Proxy Statement</a> , Proxy highlights and Corporate governance at 3M
2-10	Nomination and selection of the highest governance body	<a href="#">Corporate governance</a> <a href="#">Corporate governance webpage</a>	<a href="#">Nominating and Governance Committee Charter</a>
2-11	Chair of the highest governance body	William M. Brown Chief Executive Officer	<a href="#">Corporate governance</a>
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">3M Corporate Governance Guidelines</a> <a href="#">Corporate governance</a>	<a href="#">Building what’s next</a> <a href="#">Proxy Statement</a> , Board’s role in risk oversight





Disclosure number	Description	Cross-reference or direct answer	
2-13	Delegating of responsibility for managing impacts	<a href="#">Corporate governance</a>	
2-14	Role of the highest governance body in sustainability reporting	<a href="#">Corporate governance</a>	<a href="#">Building what’s next</a>
2-15	Conflicts of interest	<a href="#">3M Company Code of Business Conduct and Ethics for Members of the Board of Directors</a>	<a href="#">Integrity and compliance</a> <a href="#">Corporate governance</a>
2-16	Communication of critical concerns	<a href="#">Annual Report on Form 10-K</a> , Item 1A Confidentiality constraints. This information is considered business confidential; critical concerns would be taken into consideration during our Enterprise Risk Management initiative: See <a href="#">the Corporate governance section</a> for additional information on our mechanism used to address and resolve critical issues.	
2-17	Collective knowledge of highest governance body	<a href="#">Proxy Statement</a> , Director orientation and continuing education	
2-18	Evaluation of the performance of the highest governance body	<a href="#">Proxy Statement</a> , Board self-evaluation process	<a href="#">Nominating and Governance Committee Charter</a>
2-19	Remuneration policies	<a href="#">Corporate governance</a> <a href="#">Compensation and Talent Committee Charter</a>	<a href="#">Proxy Statement</a> , Director compensation and Executive compensation
2-20	Process to determine remuneration	<a href="#">Corporate governance</a> <a href="#">Compensation and Talent Committee Charter</a>	<a href="#">Proxy Statement</a> , Director compensation and Executive compensation
2-21	Annual total compensation ratio	<a href="#">Proxy Statement</a> , Executive compensation – Pay ratio Not applicable. Disclosure does not cover the specific impacts that make the topic material. 3M has an established process to assure our commitment to pay parity. The breakdown to calculate the median percentage increase does not accurately reflect our workforce levels and process at 3M to assure parity in remuneration. Additional details on our process can be found in <a href="#">the Our employees section</a> and our <a href="#">Compensation and Talent Committee Charter</a> .	
2-22	Statement on sustainable development strategy	<a href="#">Proxy Statement</a> , Board committees – Science, Technology & Sustainability Committee	
2-23	Policy commitments	<a href="#">Integrity and compliance</a> <a href="#">Environment, health, and safety</a> <a href="#">Ethics &amp; Compliance at 3M</a>	<a href="#">Human rights</a> <a href="#">Innovation management</a> <a href="#">Suppliers</a>
2-24	Embedding policy commitments	<a href="#">Integrity and compliance</a>	<a href="#">Ethics &amp; Compliance at 3M</a>
2-25	Process to remediate negative impacts	<a href="#">Integrity and compliance</a>	<a href="#">Building what’s next</a>
2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Integrity and compliance</a>	<a href="#">Report a concern or ask a question</a>
2-27	Compliance with laws and regulations	<a href="#">Integrity and compliance</a> <a href="#">Environment, health, and safety</a> Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	



Disclosure number	Description	Cross-reference or direct answer	
2-28	Membership associations	<a href="#">Circularity</a> <a href="#">Innovation management</a>	<a href="#">Suppliers</a>
2-29	Approach to stakeholder engagement	<a href="#">Building what’s next</a>	<a href="#">Proxy Statement</a> , Proxy highlights – Shareholder outreach and engagement
2-30	Collective bargaining agreements	<a href="#">Human rights</a>	
GRI 3	Material topics 2021		
3-1	Process to determine material topics	<a href="#">Building what’s next</a>	
3-2	List of material topics	<a href="#">Building what’s next</a>	
GRI 201	Economic performance 2016		
3-3	Management of material topics	<a href="#">Annual Report on Form 10-K</a> , Item 7 and Item 8	
201-1	Direct economic value generated and distributed	<a href="#">Annual Report on Form 10-K</a> , Item 7 and Item 8 Payments to the providers of capital in 2024 is \$2.5 billion	
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Climate</a> <a href="#">Corporate governance</a>	<a href="#">Annual Report on Form 10-K</a> , Item 1 – Cautionary Note Concerning Factors That May Affect Future Results
201-3	Defined benefit plan obligations and other retirement plans	<a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 15: Pension and Postretirement Benefit Plans	
201-4	Financial assistance received from government	<a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 1: Significant Accounting Policies	
GRI 202	Market presence 2016		
3-3	Management of material topics	<a href="#">Communities</a>	<a href="#">Communities webpage</a>
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Not applicable. Disclosure does not cover the specific impacts that make the topic material. 3M has an established process to assure our commitment to pay parity. Learn more about our process in <a href="#">the Our employees section</a> and our <a href="#">Compensation and Talent Committee Charter</a> .	
202-2	Proportion of senior management hired from the local community	Not applicable. Disclosure does not cover the specific impacts that make the topic material. 3M operates in countries across the globe. The breakdown to calculate the proportion of senior management hired from the local community is not a measurement tool that 3M uses to define hiring practices.	
GRI 203	Indirect economic impacts 2016		
3-3	Management of material topics	<a href="#">Communities</a>	<a href="#">Communities webpage</a>
203-1	Infrastructure investments and services supported	<a href="#">Communities</a>	<a href="#">Communities webpage</a>
203-2	Significant indirect economic impacts	<a href="#">Nonfinancial metrics</a> , Community engagement tab	<a href="#">Communities</a> <a href="#">Communities webpage</a>



Disclosure number	Description	Cross-reference or direct answer	
GRI 204	Procurement practices 2016		
3-3	Management of material topics	<a href="#">Suppliers</a>	<a href="#">Suppliers webpage</a>
GRI 205	Anti-corruption 2016		
3-3	Management of material topics	<a href="#">Integrity and compliance</a>	
205-1	Operations assessed for risks related to corruption	<a href="#">Integrity and compliance</a>	
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Integrity and compliance</a> <a href="#">Suppliers</a>	<a href="#">Suppliers webpage</a>
205-3	Confirmed incidents of corruption and actions taken	Confidentiality constraints. This information is considered business confidential: See <a href="#">the Integrity and compliance section</a> for additional information on our mechanism used to address and resolve corruption issues. Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	
GRI 206	Anti-competitive behavior 2016		
3-3	Management of material topics	<a href="#">Antitrust and Competition Principle</a>	<a href="#">Integrity and compliance</a>
206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	<a href="#">Antitrust and Competition Principle</a> Confidentiality constraints. This information is considered business confidential: See <a href="#">the Integrity and compliance section</a> for additional information on our mechanism used to address and resolve corruption issues. Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	
GRI 207	Tax 2019		
3-3	Management of material topics	<a href="#">Corporate governance webpage</a>	
207-1	Approach to tax	<a href="#">Corporate governance webpage</a>	
207-2	Tax governance, control, and risk management	<a href="#">Corporate governance webpage</a>	
207-4	Country-by-country reporting	Confidentiality constraints. This information is considered business confidential.	
GRI 301	Materials 2016		
3-3	Management of material topics	<a href="#">Circularity</a>	<a href="#">Circularity webpage</a>
301-1	Materials used by weight or volume	Information unavailable/incomplete. Material weight or volume by nonrenewable and renewable categories for 3M’s tens of thousands of products (not including intermediates) is currently not comprehensive. 3M is working to improve systems that help us collect this type of information. Learn more about our efforts in <a href="#">the Circularity section</a> .	
301-2	Recycled input materials used	Information unavailable/incomplete. Percentage of recycled input materials used to manufacture 3M’s tens of thousands of products (not including intermediates) is currently not comprehensive. 3M is working to improve systems that help us collect this type of information. Learn more about our efforts in <a href="#">the Circularity section</a> .	





Disclosure number	Description	Cross-reference or direct answer	
301-3	Reclaimed products and their packaging materials	Not applicable. If a product or packaging can be recycled, we provide that information to our customers, but we do not have insight into what our customers do at the product or product packaging end of life. Learn more about our efforts in <a href="#">the Circularity section</a> .	
GRI 302	Energy 2016		
3-3	Management of material topics	<a href="#">Climate</a>	<a href="#">Climate webpage</a>
302-1	Energy consumption within the organization	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
302-2	Energy consumption outside of the organization	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
302-3	Energy intensity	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
302-4	Reduction of energy consumption	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
302-5	Reductions in energy requirements of products and services	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
GRI 303	Water 2018		
303-1	Interactions with water as a shared resource	<a href="#">Circularity</a>	
303-2	Management of water discharge-related impacts	<a href="#">Circularity</a>	<a href="#">Environment, health, and safety</a>
303-3	Water withdrawal	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Circularity</a>
303-4	Water discharge	Water discharge and breakdown is not available at an aggregate level. Water discharge and related compliance is managed according to applicable law and 3M policies at the site level. See <a href="#">the Circularity section</a> for additional information.	
303-5	Water consumption	Water consumption is not available at an aggregate level. Water discharge and related compliance is managed according to applicable law and 3M policies at the site level. See <a href="#">the Circularity section</a> for additional information.	
GRI 304	Biodiversity 2016		
3-3	Management of material topics	<a href="#">Circularity</a>	<a href="#">Environment, health, and safety</a>
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Business confidential. 3M has completed environmental site assessments at most sites, with the goal of identifying potential historical liabilities. Because of these assessments, we can identify sensitive biodiverse areas that are on or near 3M properties. The environmental site assessments include a site visit and a search of public databases to identify these areas, such as rivers, creeks, and wetlands. See <a href="#">the Environment, health, and safety section</a> for more information.	
304-2	Significant impacts of activities, products and services on biodiversity	<a href="#">Circularity</a> <a href="#">Environment, health, and safety</a>	<a href="#">Suppliers</a>
304-3	Habitats protected or restored	<a href="#">Sustainable Forestry webpage</a>	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Business confidential. 3M has completed environmental site assessments at most sites, with the goal of identifying potential historical liabilities. Because of these assessments, we can identify sensitive biodiverse areas that are on or near 3M properties. The environmental site assessments include a site visit and a search of public databases to identify these areas, such as rivers, creeks, and wetlands. See <a href="#">the Environment, health, and safety section</a> for more information.	



Disclosure number	Description	Cross-reference or direct answer	
<b>GRI 305</b>	<b>Emissions 2016</b>		
3-3	Management of material topics	<a href="#">Climate</a>	
305-1	Direct (scope 1) GHG emissions	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
305-2	Energy indirect (scope 2) GHG emissions	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
305-3	Other indirect (scope 3) GHG emissions	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
305-4	GHG emissions intensity	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
305-5	Reduction of GHG emissions	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate</a>
305-6	Emissions of ozone depleting substances (ODS)	Confidentiality constraints. This information is considered business confidential: 3M internally tracks ODS according to regulatory obligations and also accounts for them in our GHG calculations. See <a href="#">our Climate webpage</a> for more information.	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Climate webpage</a>
<b>GRI 306</b>	<b>Waste 2020</b>		
3-3	Management of material topics	<a href="#">Circularity</a>	<a href="#">Environment, health, and safety</a>
306-1	Waste generation and significant waste-related impacts	<a href="#">Circularity</a>	
306-2	Management of significant waste-related impacts	<a href="#">About report, scope, and boundaries</a> <a href="#">Circularity</a>	<a href="#">Environment, health, and safety</a>
306-3	Waste generated	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Circularity</a>
306-4	Waste diverted from disposal	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Circularity</a>
306-5	Waste directed to disposal	<a href="#">Nonfinancial metrics</a> , Environmental tab	<a href="#">Circularity</a>
<b>GRI 308</b>	<b>Supplier environmental assessment 2016</b>		
3-3	Management of material topics	<a href="#">Suppliers</a>	<a href="#">Supplier Responsibility Code</a>
308-1	New suppliers that were screened using environmental criteria	<a href="#">Suppliers</a>	<a href="#">Supplier Responsibility Code</a>
308-2	Negative environmental impacts in the supply chain and actions taken	<a href="#">Suppliers</a>	<a href="#">Supplier Responsibility Code</a>
<b>GRI 401</b>	<b>Employment 2016</b>		
3-3	Management of material topics	<a href="#">Our employees</a>	<a href="#">Our employees webpage</a>
401-1	Employee turnover	Confidentiality constraints. We can provide total turnover rate of 14.9% but are not able to provide breakdown by age group, gender, and region.  Total turnover includes employee-initiated turnover and all other forms of turnover (e.g., due to restructuring, poor performance, retirement, etc.). Our total employee turnover rate is an annualized rate that measures terminated or retired 3M employees during the calendar year, excluding foreign service employees and 3M temporary employees.	





Disclosure number	Description	Cross-reference or direct answer	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Our employees</a>	<a href="#">Our employees webpage</a>
401-3	Parental leave	<a href="#">Our employees webpage</a>	
GRI 402	Labor/management relations 2016		
3-3	Management of material topics	<a href="#">Our employees</a>	<a href="#">Our employees webpage</a>
402-1	Minimum notice periods regarding operational changes	<a href="#">Our employees</a>	
GRI 403	Occupational health and safety 2018		
3-3	Management of material topics	<a href="#">Environment, health, and safety</a>	<a href="#">Environment, health, and safety webpage</a>
403-1	Occupational health and safety management system	<a href="#">Environment, health, and safety</a>	
403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">Integrity and compliance</a> <a href="#">Environment, health, and safety</a>	<a href="#">Environment, health, and safety webpage</a>
403-3	Occupational health services	<a href="#">Environment, health, and safety</a>	
403-4	Worker participation, consultation, and communication on occupational health and safety	<a href="#">Environment, health, and safety</a>	
403-5	Worker training on occupational health and safety	<a href="#">Environment, health, and safety</a>	
403-6	Promotion of worker health	<a href="#">Environment, health, and safety</a>	<a href="#">Environment, health, and safety webpage</a>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Environment, health, and safety</a>	<a href="#">Innovation management</a>
403-8	Workers covered by an occupational health and safety management system	<a href="#">Our employees</a>	<a href="#">Environment, health, and safety</a>
403-9	Work-related injuries	<a href="#">Nonfinancial metrics</a> , Employee health & safety tab	<a href="#">Environment, health, and safety</a>
403-10	Work-related ill health	<a href="#">Nonfinancial metrics</a> , Employee health & safety tab	<a href="#">Environment, health, and safety</a>
GRI 404	Training and education 2016		
3-3	Management of material topics	<a href="#">Our employees</a>	<a href="#">Our employees webpage</a>
404-1	Average hours of training per year per employee	<a href="#">Our employees</a>	
404-2	Programs for upgrading employee skills and transition assistance program	<a href="#">Our employees</a>	
404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">Our employees</a>	



Disclosure number	Description	Cross-reference or direct answer	
GRI 405	Diversity and equal opportunity 2016		
3-3	Management of material topics	Corporate governance	Our employees
GRI 406	Non-discrimination 2016		
3-3	Management of material topics	Human rights	Respectful Work Environment Principle
406-1	Incidents of discrimination and corrective actions taken	Confidentiality constraints. This information is considered business confidential: See <a href="#">the Integrity and compliance section</a> for more information on the mechanism we use to address and resolve discrimination issues. Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	
GRI 407	Freedom of association and collective bargaining 2016		
3-3	Management of material topics	3M Supplier Responsibility Code Human rights	Suppliers
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	3M Supplier Responsibility Code Human rights	Suppliers Supplier Responsibility Expectations
GRI 408	Child labor 2016		
3-3	Management of material topics	3M Supplier Responsibility Code Human rights	Suppliers Supplier Responsibility Expectations
408-1	Operations and suppliers at significant risk for incidents of child labor	Human rights Suppliers	3M Supplier Responsibility Code
GRI 409	Forced or compulsory labor 2016		
3-3	Management of material topics	3M Supplier Responsibility Code Human rights	Suppliers
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	3M Supplier Responsibility Code Human rights	Suppliers Supplier Responsibility Expectations
GRI 410	Security practices 2016		
3-3	Management of material topics	Human rights	Human rights webpage
410-1	Security personnel trained in human rights policies or procedures	Human rights webpage	
GRI 411	Rights of Indigenous peoples 2016		
3-3	Management of material topics	3M Supplier Responsibility Code Human rights	Suppliers
411-1	Incidents of violations involving rights of Indigenous peoples	To the best of our knowledge, there were no incidents reported to the Ethics & Compliance Department related to the rights of Indigenous peoples in 2024.	



Disclosure number	Description	Cross-reference or direct answer	
GRI 413	Local communities 2016		
3-3	Management of material topics	<a href="#">Circularity</a> <a href="#">Climate</a> <a href="#">Communities</a>	<a href="#">Environment, health, and safety</a> <a href="#">Human rights</a> <a href="#">Suppliers</a>
413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">Circularity</a> <a href="#">Climate</a> <a href="#">Communities</a> <a href="#">Integrity and compliance</a> <a href="#">Customer-inspired innovation</a>	<a href="#">Environment, health, and safety</a> <a href="#">Human rights</a> <a href="#">Building what’s next</a> <a href="#">Suppliers</a>
413-2	Operations with significant actual and potential negative impacts on local communities	<a href="#">Circularity</a> <a href="#">Climate</a> <a href="#">Integrity and compliance</a> <a href="#">Corporate governance</a>	<a href="#">Environment, health, and safety</a> <a href="#">Human rights</a> <a href="#">Suppliers</a>
GRI 414	Supplier social assessment 2016		
3-3	Management of material topics	<a href="#">Suppliers</a>	
414-1	New suppliers that were screened using social criteria	<a href="#">Suppliers</a>	
414-2	Negative social impacts in the supply chain and actions taken	<a href="#">Suppliers</a>	
GRI 415	Public policy 2016		
3-3	Management of material topics	<a href="#">Corporate governance</a> <a href="#">Corporate governance webpage</a>	<a href="#">Lobbying and Political Activities Principle</a>
415-1	Political contributions	<a href="#">Corporate governance</a> <a href="#">Lobbying and Political Activities Principle</a>	<a href="#">Lobbying and Political Activities Governance</a>
GRI 416	Customer health and safety 2016		
3-3	Management of material topics	<a href="#">Innovation management</a> <a href="#">Innovation management webpage</a>	<a href="#">Product Safety, Quality, and Stewardship Principle</a>
416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Innovation management</a>	<a href="#">Innovation management webpage</a>
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	





Disclosure number	Description	Cross-reference or direct answer	
GRI 417	Marketing and labeling 2016		
3-3	Management of material topics	Innovation management	Product Safety, Quality, and Stewardship Principle
417-1	Requirements for product and service information and labeling	Innovation management	
417-2	Incidents of noncompliance concerning product and service information and labeling	Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	
417-3	Incidents of noncompliance concerning marketing communications	Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	
GRI 418	Customer privacy 2016		
3-3	Management of material topics	3M Global Privacy Statement	Data Privacy Principle
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Significant legal actions for noncompliance with laws and regulations would be discussed in our <a href="#">Annual Report on Form 10-K</a> , Item 8 – Note 19: Commitments and Contingencies.	



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