3M Science.
Applied to Life.™

Reinventing our impact

2024 Global Impact Report

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On the cover

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

Visit us online

Access digital content at our **Global Impact website**.

Leadership reflections

Mike Roman
Chairman of the Board and
Chief Executive Officer

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

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

Read the rest of Mike Roman's letter.

Gayle Schueller
Senior Vice President and
Chief Sustainability Officer

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

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

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

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

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

documented the need to transition away from fossil fuels.

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

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

With the creation of two strong independent companies in 2024, we face an exciting opportunity — an opportunity to reinvent our sustainability strategy to be bigger, bolder, and better at bringing people along with us. I encourage you to turn the page and read about our plans and work in progress for 2024 and beyond.

Looking ahead

Preparing for two independent companies

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

What's next

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

Strategy and materiality

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

Environmental actions

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

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

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

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

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

Data for updated regulations

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

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

Customer collaborations

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

Our people

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

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

Our communities

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

Our reputation

One of our strategic priorities moving forward is to reduce risk and uncertainty as we proactively manage 3M's reputation. Our legal teams are progressing toward settlement agreements for combat arms earplugs — and achieving milestones amid strong claimant support — and public water suppliers. We'll continue to address PFAS litigation as appropriate. In concert with our exit from PFAS manufacturing, which is on track for the end of 2025, these actions are positioning 3M for a tomorrow of growth, resilience, opportunity, and accelerated innovation.

Who we are

3M at a glance

$32.7B
in sales

$1.6B
in capital investments

One of
30
companies on the Dow Jones Industrial Average

51
Technology Platforms

85K
employees globally

Over
55K
products

>133K
patents

More than
800
brands and trademarks

$1.8B
in R&D spend

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

Leading with purpose

Our commitment

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

Our impact

We use a science-based approach to reimagine what's possible as we rise to the most critical challenges facing our planet and its people — focusing our efforts where we can make the greatest impact. As these challenges evolve, we're accelerating our exploration of emerging areas like climate technology, industrial automation, the next generation of electronics, and sustainable packaging.
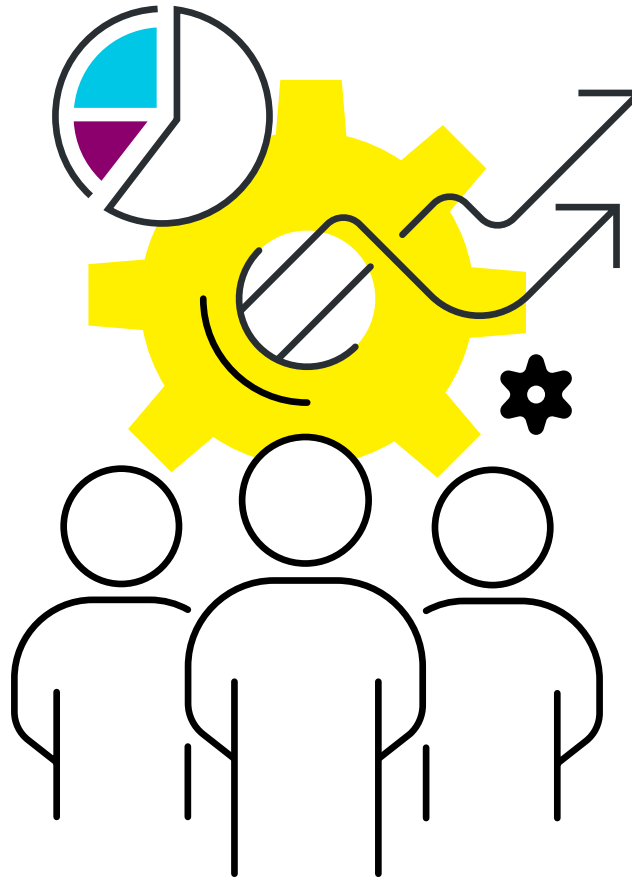
For over 120 years, 3M has been dedicated to science and exploration, taking on global challenges and developing solutions for our customers.

Unique and differentiated value

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

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

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

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

Our Strategic Sustainability Framework

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

◯ Science for Circular

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

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

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

For more information, see **the Circular materials section**.

◯ Science for Climate

Innovate to accelerate global climate solutions and decarbonize industry.

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

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

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

For more information, see **the Climate section**.

◯ Science for Community

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

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

We recognize the importance of equal access to science, technology, engineering, and mathematics (STEM) and skilled trades education and careers. Equitable opportunities in STEM and the skilled trades lead to stronger communities, a stronger 3M, and a brighter collective future. We also commit to advancing diversity, equity, inclusion, and social and environmental justice within our company and community.
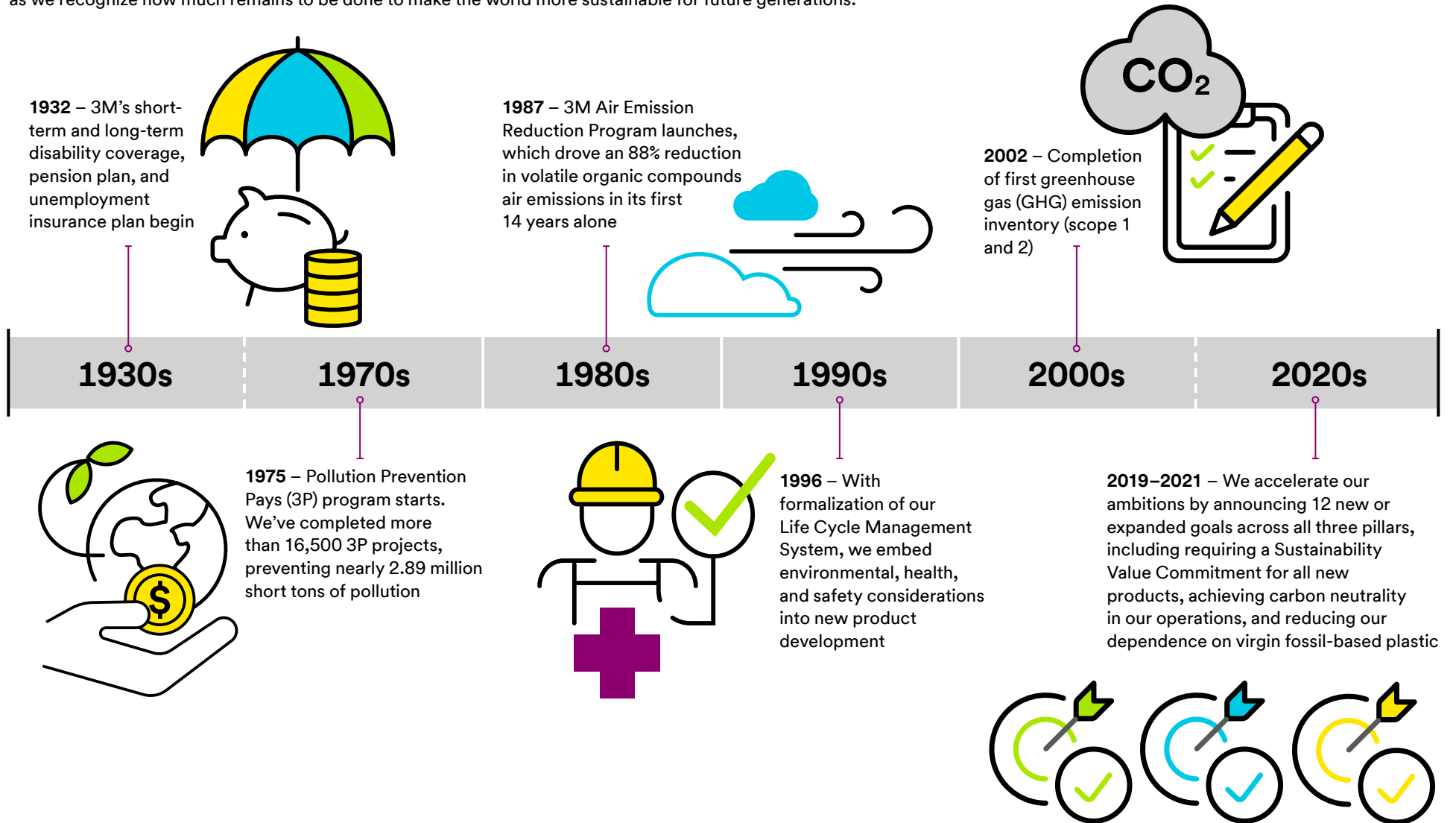
Together with our partners, we will advance an equitable and sustainable future for all.

For more information, see **the Communities section**.

Transforming aspirations into action

While we began our environmental and social efforts decades ago, our goals and ambitions grow and gain momentum as we recognize how much remains to be done to make the world more sustainable for future generations.

1932 – 3M's short-term and long-term disability coverage, pension plan, and unemployment insurance plan begin

1987 – 3M Air Emission Reduction Program launches, which drove an 88% reduction in volatile organic compounds air emissions in its first 14 years alone

2002 – Completion of first greenhouse gas (GHG) emission inventory (scope 1 and 2)

1930s	1970s	1980s	1990s	2000s	2020s

1975 – Pollution Prevention Pays (3P) program starts. We've completed more than 16,500 3P projects, preventing nearly 2.89 million short tons of pollution

1996 – With formalization of our Life Cycle Management System, we embed environmental, health, and safety considerations into new product development

2019–2021 – We accelerate our ambitions by announcing 12 new or expanded goals across all three pillars, including requiring a Sustainability Value Commitment for all new products, achieving carbon neutrality in our operations, and reducing our dependence on virgin fossil-based plastic

Our sustainability goals reflect our deepened commitment to going beyond compliance and thinking holistically about how our operations and products affect the world and every life in it. We see the opportunity to drive systemic change within our Strategic Sustainability Framework, its three pillars, and their corresponding goals.

Science for Circular

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

2023 goal results

100% Sustainability Value Commitment for new products

On pace – Require a Sustainability Value Commitment (SVC) for every new product[1]

2019 — 2025 goal

Learn more ▸

10.7% manufacturing waste reduced

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

2015 — 2025 goal

Learn more ▸

45.9% of sites achieved zero landfill

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

2015 — 2025 goal

Learn more ▸

285 completed supplier assessments

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

2015 — 2025 goal

Learn more ▸

69.8M pounds of plastic reduced

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

2021 — 2025 goal

Learn more ▸

19.1% increased water efficiency

On pace – Reduce global water usage by the following amounts: 10% by 2022, 20% by 2025, and 25% by 2030, indexed to sales[2]

2019 — 2025 goal

Learn more ▸

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

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

2019 — 2024 goal

Learn more ▸

16 identified manufacturing sites

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

2015 — 2025 goal

Learn more ▸

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

Science for Climate

Innovate to accelerate global climate solutions and decarbonize industry

2023 goal results

43.2% scope 1 and 2 GHG emissions reduced

On pace – Reduce scope 1 and 2 market-based GHG emissions by at least 50% by 2030, 80% by 2040, and achieve carbon neutrality in our operations by 2050[1]

2019 ————————————— 2030 goal

Learn more ▸

135M metric tons CO_2 equivalent emissions avoided

On pace – Help our customers reduce their GHGs by 250 million tons of CO_2 equivalent emissions through the use of our products

2015 ————————————— 2025 goal

Learn more ▸

56.2% renewable electricity

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

2015 ————————————— 2025 goal ▸

Learn more ▸

16.4% improved energy efficiency

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

2015 ————————————— 2025 goal

Learn more ▸

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

1. Expands our previous 2025 goal to stay below 50% of our 2002 baseline, meaning 3M's 2030 scope 1 and 2 emissions will now be reduced by more than 85% from 2002 levels. 2019 is the baseline measurement year.
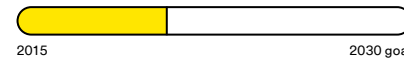
Science for Community

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

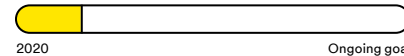**2023 goal results**

45.1% global management diversity

On pace – Double the pipeline of diverse talent in management globally to build a diverse workforce by 2030[1]
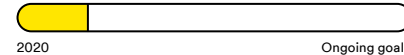
2015 ———— 2030 goal

Learn more ▸

6.33% U.S. management diversity

On pace – Double the representation of underrepresented groups in management positions in our U.S. workforce[2]
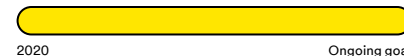
2020 ———— Ongoing goal

Learn more ▸

8.98% U.S. workforce diversity

On pace – Double the representation of underrepresented groups from entry-level through management in our U.S. workforce[2]

2020 ———— Ongoing goal

Learn more ▸

100% pay equity globally

On pace – Maintain or achieve 100% pay equity globally

2020 ———— Ongoing goal

Learn more ▸

$39.4M workforce development and STEM investment

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

2020 ———— 2025 goal
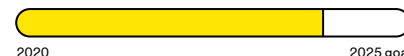
Learn more ▸

2.28M learning experiences

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

2021 ———— 2025 goal

Learn more ▸

$70.2M invested in cash and products

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

2015 ———— 2025 goal

Learn more ▸

108K skills-based work hours

On pace – Provide 300,000 work hours of skills-based volunteerism by 3M employees to improve lives and help solve society's toughest challenges by the end of 2025[4]

2019 ———— 2025 goal
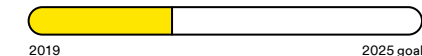
Learn more ▸

8.44M training instances

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

2015 ———— 2025 goal
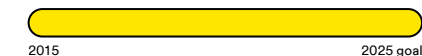
Learn more ▸

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1. In 2021, 3M updated the goal maturity date to 2030 from 2025.
2. Underrepresented groups in our 3M U.S. workforce include Black/African American and Hispanic/Latino employees.
3. 3M defines underrepresented individuals in the U.S. using National Science Foundation research. For global definitions, we rely on gender diversity and local context for marginalized populations.
4. Goal was initiated in 2019. Skills-based volunteering is primarily delivered through the 3M Impact program.

Stakeholder engagement

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

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

Stakeholder	How we engage
Employees and job seekers	• Train and educate employees in company sustainability practices and procedures • Conduct surveys to gather employee feedback and use a crowdsourcing platform for more direct input • Provide learning, development, coaching, and mentoring opportunities • Offer undergraduate and graduate internships in engineering, research and development, IT, and more
Investors and shareholders	• Meet with shareholders to learn about their perspectives on governance and sustainability issues • Disclose timely, relevant information related to economic, environmental, and social governance issues • Respond to inquiries
Customers and partners	• Capture the voice of the customer to inspire next-generation innovation • Provide diverse product solutions with sustainability attributes • Support customers in their efforts to drive sustainability up their supply chain
Government/regulators, nonprofits, NGOs, and experts	• Partner and collaborate with organizations on sustainability initiatives and events • Collaborate on policy development and modification
Local communities and consumers	• Support and participate in community-building activities across our value chain • Provide economic and social value to communities while minimizing environmental impact
Academic/scientific organizations	• Engage on technical scientific research to develop innovative solutions for society
Suppliers	• Provide training and guidance on our Supplier Responsibility Code • Collaborate to identify, resource, and amplify sustainability initiatives • Prioritize working with diverse suppliers and small businesses

Materiality assessment

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

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

Following the 2022 assessment, we analyzed the insights and inputs from stakeholders and developed our sustainability priorities. The table on the next page shows our priority topics and demonstrates how our sustainability goals align with the United Nations 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals (SDGs).

The 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

Materiality assessment priority tiers at a glance

Tier	Topic
1	• Product innovation to solve climate, health, and safety challenges[1] • Sustainable products and services • Climate change and GHG emissions • Energy usage and use of renewables • Ethical and transparent business practices • Chemical management[2] • Safety of products and services[1] • Health and safety of employees and contractors
2	• Employee diversity, equity, and inclusion • Infectious disease and public health issues • Plastic and packaging waste • Water quality • Designing products and packaging with less or no waste[1] • Manufacturing waste • Community health, safety, and well-being[1] • Responsible sourcing and supplier sustainability[1] • Human rights and labor practices in the supply chain[1] • R&D investment[1] • STEM education, training, and workforce development • Employee training, development, and well-being[1]
3	• Collaboration and partnerships[1] • Biodiversity and ecosystems[1] • Water usage and availability • Employment and reskilling for under-resourced or marginalized communities[2] • Access to safe and affordable drinking water[1] • Racial justice and inequality[1] • Air quality • Advocacy, public policy, and engagement to support and promote social justice, science, health, environment, and safety • Supplier diversity[1]

1. New topic in 2022.
2. Topic modified from 2020 materiality assessment.

Sustainability priorities

◯ Science for Circular

Tier	Topic	Our actions	Policies & context	Goals & commitments	Related SDG
1	Product innovation to solve climate, health, and safety challenges	Since 2019, we've required every product entering our new product commercialization process to have a Sustainability Value Commitment (SVC), which describes how a product integrates environmental or social considerations to pursue the commitments of our Strategic Sustainability Framework. Examples include reusability, recyclability, waste reduction, energy and water savings, responsible sourcing, and social equity.	**3M Sustainability Value Commitment**	Require a Sustainability Value Commitment (SVC) for every new product[1] Help our customers reduce their GHGs by 250 million tons of CO_2 equivalent emissions through the use of 3M products by 2025	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 12.2, 12.5 8 DECENT WORK AND ECONOMIC GROWTH 8.4 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 9.4
1	Sustainable products and services				
2	R&D investment	We serve our customers through a wide range of innovative products that help them improve energy efficiency and reduce their GHG emissions. 3M has a process for developing reasonable estimates of emissions avoided by using select 3M products.			
2	Designing products and packaging with less or no waste	In 2023, we introduced 3M Forward, an initiative to drive the delivery of differentiated solutions in areas like automotive electrification, climate tech, and other innovations to address climate change, demographic shifts, and social change. In 2023, 3M invested $1.8 billion in research and development.			
1	Safety of products and services	The 3M product stewardship framework incorporates a robust life cycle approach to identify risk, assure compliance, and manage the EHS profile of every product. Product safety, quality, and stewardship must always be primary considerations during the design, manufacturing, marketing, and sale of 3M products, as outlined by our Product Safety, Quality, and Stewardship Principle.	**Product Safety, Quality, and Stewardship Principle** **Chemicals Management Policy**	Require a Sustainability Value Commitment (SVC) for every new product[1]	3 GOOD HEALTH AND WELL-BEING 3.9
1	Chemical management	Updated in 2023, 3M's Chemicals Management Policy reflects our role supporting our global community through effective and responsible chemicals management. The policy has led us to identify chemicals whose use in products and manufacturing processes is subject to restrictions, prohibition, or specific management actions.			

Sustainability priorities (cont.)

⬤ Science for Circular

Tier	Topic	Our actions	Policies & context	Goals & commitments	Related SDG
2 / 3 / 3	Water quality / Water usage and availability / Access to safe and affordable drinking water	In 2021, 3M joined the Water Resilience Coalition leadership committee. Led by the CEO Water Mandate, coalition members work toward a positive impact in water-stressed basins. Members also aim to develop and implement resilient practices across their industry and to provide leadership and advocacy in the field of water resilience. 3M's 2023 global manufacturing locations were evaluated using the Aqueduct™ Water Risk Atlas stress-level screening tool, Aqueduct 3.0. During World Water Week in September, the Water Resilience Coalition (WRC) hosted a workshop at 3M Stockholm focusing on the ambition of net positive water impact, and 3M participated in the first pilot program. Later in 2023 the WRC held another workshop at 3M on how to scale basinwide collective action in 100 priority basins worldwide.	**3M commits to achieving carbon neutrality, reducing water use, and improving water quality** **3M joins Water Resilience Coalition, CEO Water Mandate**	Reduce global water usage by the following amounts: 10% by 2022, 20% by 2025, and 25% by 2030, indexed to sales[2] For 3M's global manufacturing operations, help enhance the quality of water returned to the environment from industrial processes by 2030.[3,4] Our initial focus is on implementing state-of-the-art water purification technology at the largest water use locations globally and having them fully operational by the end of 2024 Engage 100% of water-stressed/scarce communities where 3M manufactures on communitywide approaches to water management by 2025	6 CLEAN WATER AND SANITATION 6.3, 6.4, 6.b
2	Plastic and packaging waste	We're innovating new product and packaging solutions that use less virgin fossil-based plastic and increase the use of recycled or bio-based plastic where appropriate. Our Packaging Sustainability Roadmap prioritizes product protection, efficient packaging, and — especially — circular package design. In 2023, our package engineers continued to use the roadmap to help them make key design decisions that reduce or eliminate packaging where possible and improve our packaging circularity.	**3M innovates to reduce plastic use, improve environmental footprint**	Require a Sustainability Value Commitment (SVC) for every new product[1] Reduce manufacturing waste by 10%, indexed to sales, by 2025 Reduce dependence on virgin fossil-based plastic by 125 million pounds by the end of 2025[5]	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 12.5
2	Manufacturing waste	As our sites identify opportunities to divert material streams, we continue to carefully manage waste. Our contracts with our waste management vendors confirm that our material is handled appropriately. Within each geographic area of our operations, we regularly review waste-reduction results against goals and tracking metrics.		Reduce manufacturing waste by 10%, indexed to sales, by 2025 Achieve zero landfill status at more than 30% of manufacturing sites by 2025	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 12.5

Sustainability priorities (cont.)

○ Science for Circular

Tier	Topic	Our actions	Policies & context	Goals & commitments	Related SDG
3	Biodiversity and ecosystems	In our supply chain, we prioritize timber-based forest products for additional formal expectations because of potential risks around deforestation and habitat loss. As a global paper purchaser and sustainability leader, we can positively influence practices throughout the forest products supply chain. We've completed over 240 environmental site assessments in an effort to detect potential historical liabilities. These assessments help us identify sensitive biodiverse areas, such as rivers, creeks, and wetlands, on or near 3M properties. Our employees also participate in efforts to support biodiversity in nearby environments. This work to help protect local wildlife and ecology reflects our larger organizational commitment to improving our environmental stewardship.	**3M Forest Products Sourcing Policy** **Sustainable Forestry**	Reduce scope 1 and 2 market-based GHG emissions by at least 50% by 2030, 80% by 2040, and achieve carbon neutrality in our operations by 2050[7] Reduce global water usage by the following amounts: 10% by 2022, 20% by 2025, and 25% by 2030, indexed to sales[2] Reduce manufacturing waste by 10%, indexed to sales, by 2025 Reduce dependence on virgin fossil-based plastic by 125 million pounds by the end of 2025[5] Engage 100% of water-stressed/scarce communities where 3M manufactures on communitywide approaches to water management by 2025 Invest cash and products for education, community, and environmental programs by 2025 Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance by 2025	**6** CLEAN WATER AND SANITATION 6.4, 6.b **8** DECENT WORK AND ECONOMIC GROWTH 8.4 **9** INDUSTRY, INNOVATION AND INFRASTRUCTURE 9.4 **12** RESPONSIBLE CONSUMPTION AND PRODUCTION 12.2, 12.5 **13** CLIMATE ACTION 13.1 **15** LIFE ON LAND 15.2

Sustainability priorities (cont.)

○ Science for Climate

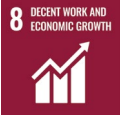| Tier	Topic	Our actions	Policies & context	Goals & commitments	Related SDG
1	Climate change and GHG emissions	3M takes industry-leading actions to measure and reduce our greenhouse gas (GHG) emissions, and we offer our customers a wide range of innovative products that help them improve energy efficiency and reduce their own GHG emissions. 3M reduces GHG emissions through methods such as improving efficiency across our facilities, including our manufacturing equipment and processes; upgrading technologies; reducing energy demand; increasing use of renewable electricity; managing our product portfolio; and working across our supply chain to reduce emissions. In 2023, we committed to near-term reduction targets for scopes 1, 2, and 3 greenhouse gas emissions. We look forward to progressing through the Science Based Targets initiative (SBTi) process in 2024.	**3M commits to achieving carbon neutrality, reducing water use, and improving water quality** **3M and UN Climate Change start new strategic partnership** **3M Invests in TPG Rise Climate Fund**	Reduce scope 1 and 2 market-based GHG emissions by at least 50% by 2030, 80% by 2040, and achieve carbon neutrality in our operations by 2050[7] Help our customers reduce their GHGs by 250 million tons of CO_2 equivalent emissions through the use of 3M products by 2025	**13** CLIMATE ACTION 13.1
1	Energy usage and use of renewables	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). We continue to convert our sites around the world to be powered by 100% renewable energy. We continue to seek alternative energy sources at all 3M sites, including solar, wind, and projects like utilized excess steam.	**3M Corporate Energy Policy**	Improve energy efficiency, indexed to net sales, by 30% by 2025 Increase renewable energy to 50% of total electricity use by 2025 and to 100% by 2050	**7** AFFORDABLE AND CLEAN ENERGY 7.3
3	Air quality	Where required or not, we track volatile organic compounds (VOC) usage and significant source emissions to identify the best opportunities for our reduction efforts. We track and report emissions based on raw material usage, engineering estimates, published emission factors, continuous emission monitoring systems, and stack test data. Where we can't reduce emissions at the source, we install and maintain air emission control equipment as required by federal, state, and local regulations.	**EHS Management Standard**	Require a Sustainability Value Commitment (SVC) for every new product[1]	**3** GOOD HEALTH AND WELL-BEING 3.9 **11** SUSTAINABLE CITIES AND COMMUNITIES 11.6

Sustainability priorities (cont.)

○ Science for Community

Tier	Topic	Our actions	Policies & context	Goals & commitments	Related SDG
1	Health and safety of employees and contractors	3M's approach to managing and ensuring workplace safety and human rights within our own business is guided by the 3M Code of Conduct. We implement our human rights and workplace safety programs through our global policies, management system, assessments, audits, training, and metrics tracking. We expect our suppliers to share our commitment to complying with labor and human resource laws and upholding the human rights of workers. We expect our suppliers to be transparent about their practices around environmental and social governance, including for employment, diversity, community-building, and risk mitigation, and to work with us to transform our shared value chain. Through our policies, processes, and programs, we continually work with suppliers to minimize negative effects on the community, environment, and natural resources while protecting the health and safety of workers and the public.	**Human Rights Policy** **Safety and Health Policy** **EHS Management Standard** **3M's Code of Conduct** **Responsible Minerals Policy** **Supplier Responsibility Code** **Sustainable Forestry** **3M named as one of the World's Most Ethical Companies by Ethisphere Institute in 2023 for 10th consecutive year** **Supplier Diversity**	Drive supply chain sustainability through targeted raw material traceability and supplier performance assurance by 2025 Provide training to 5 million people globally on worker and patient safety by 2025	**8** DECENT WORK AND ECONOMIC GROWTH 8.7, 8.8 **16** PEACE, JUSTICE AND STRONG INSTITUTIONS 16.5, 16.7
2	Human rights and labor practices in the supply chain				
2	Responsible sourcing and supplier sustainability				
3	Supplier diversity				
2	Community health, safety, and well-being	We identify potential risks to the environment and to the health and safety of our employees and communities, and we take steps to update processes, product design, and standards to address these risks. For the global health care industry, we take a patient-centered approach to innovation and develop reliable, quality products and solutions. 3M invests in our people's success by fostering a culture of continual learning to help employees develop the skills of tomorrow. We reinforce behaviors that foster an inclusive workplace, and we provide competitive benefits and recognition programs to support employees throughout their career. Work Your Way is our trust-based flexible work model that enables well-being and productivity. 3M promotes a culture of health and well-being for our employees through disease prevention programs, on-site clinical services, employee assistance programs, and comprehensive health care benefits.	**EHS Management Standard** **Our partnership with Clean Air Asia** **Mitigating the Risk of Infectious Disease Spread Through Contamination Prevention**	Invest cash and products for education, community, and environmental programs by 2025 Provide training to 5 million people globally on worker and patient safety by 2025 Provide 300,000 work hours of skills-based volunteerism by 3M employees to improve lives and help solve society's toughest challenges by the end of 2025[6]	**3** GOOD HEALTH AND WELL-BEING 3.c, 3.8
2	Infectious disease and public health issues				
3	Employee training, development, and well-being				

Sustainability priorities (cont.)

○ Science for Community

Tier	Topic	Our actions	Policies & context	Goals & commitments	Related SDG
2	Employee diversity, equity, and inclusion	We advance meaningful actions toward a more equitable future for our employees around the world, including training, development, and recruitment efforts focused on underrepresented populations. We foster an inclusive culture that provides fair and equal opportunities for everyone. And we continue our efforts toward building a diverse global workforce. 3M supports education initiatives that advance equitable outcomes in STEM for underrepresented students globally. The many STEM experiences we offer include our Science Encouragement Programs, the 3M Young Scientist Challenge, and other STEM programs around the world. Our actions to open opportunity in the skilled trades include community training resources for local technical and high schools and a partnership with the St. Paul Public Schools to provide a clear career path into the skilled trades. In 2023, we opened the 3M Skills Development Center, a spacious new automotive training facility in our headquarters city of St. Paul, Minnesota.	**3M Diversity, Equity & Inclusion (DEI) Report** **Equity & Community website** **3M Respectful Work Environment Principle** **3M "Skilled" docuseries** **Skilled Trades** **Young Scientist Challenge** **Science at Home**	Invest $50 million to address racial opportunity gaps in the U.S. through workforce development and STEM education initiatives by the end of 2025[5] Double the pipeline of diverse talent in management globally to build a diverse workforce by 2030[8] Double the representation of underrepresented groups from entry-level through management in our U.S. workforce[9,10] Double the representation of underrepresented groups in management positions in our U.S. workforce[9,10] Advance economic equity by creating 5 million unique STEM and skilled trades learning experiences for underrepresented individuals by the end of the 2025-26 school year[11] Invest cash and products for education, community, and environmental programs by 2025	**4 QUALITY EDUCATION** 4.4, 4.5, 4.c **5 GENDER EQUALITY** 5.5 **10 REDUCED INEQUALITIES** 10.2
2	STEM education, training, and workforce development				
3	Employment and reskilling for under-resourced or marginalized communities				
3	Racial justice and inequality				
3	Advocacy, public policy, and engagement to support and promote social justice, science, health, environment, and safety	3M actively advocates for product stewardship by serving as committee members, working group members, and speakers or presenters at various organizations. As a member of the Water Resilience Coalition leadership committee, 3M aims to provide leadership and advocacy in the field of water resilience. We advocate for inclusion by building inclusive behaviors and creating cultural agility through inclusion events and activities as well as training and leadership development programs.	**Lobbying and Political Activities Governance** **Lobbying and Political Activities Principle** **State of Science Index Survey**		**17 PARTNERSHIPS FOR THE GOALS** 17.14

Sustainability priorities (cont.)

○ Science for Community

Tier	Topic	Our actions	Policies & context	Goals & commitments	Related SDG
3	Collaboration and partnerships	In collaboration with our employees, customers, partners, government, and communities, we apply our expertise and technology to help solve shared global challenges. We continually look to our stakeholders to help us increase our understanding and awareness, seek technical input and expertise, and evaluate possible collaborations and strategic relationships.	**Equity & Community website**		17 PARTNERSHIPS FOR THE GOALS 17.16
1	Ethical and transparent business practices	Acting with unwavering integrity and transparency is core to who we are. Our commitment to transparency is evident in many ways, including the publication of this annual Global Impact Report and our Diversity, Equity & Inclusion (DEI) Report; and by providing annual communication on progress as part of our commitment to the UN Global Compact.	**3M's Code of Conduct** **3M Diversity, Equity & Inclusion (DEI) Report** **3M named as one of the World's Most Ethical Companies by Ethisphere Institute in 2023 for 10th consecutive year** **About report**	Double the pipeline of diverse talent in management globally to build a diverse workforce by 2030[8] Double the representation of underrepresented groups from entry-level through management in our U.S. workforce[9,10] Double the representation of underrepresented groups in management positions in our U.S. workforce[9,10]	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 16.6

1. For projects passing a "gate" in our new product commercialization process; an SVC describes how the product drives positive impact for our stakeholders in alignment with our Strategic Sustainability Framework.

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

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

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

5. Established in 2020.

6. Goal was initiated in 2019. Skills-based volunteering is primarily delivered through the 3M Impact program.

7. Expands our previous 2025 goal to stay below 50% of our 2002 baseline, meaning 3M's 2030 scope 1 and 2 emissions will now be reduced by more than 85% from 2002 levels. 2019 is the baseline measurement year.

8. In 2021, 3M updated the goal maturity date to 2030 from 2025.

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

10. Underrepresented groups in our 3M U.S. workforce include Black/African American and Hispanic/Latino employees.

11. 2021 is the baseline measurement year. 3M defines underrepresented individuals in the U.S. using National Science Foundation research. For global definitions, we rely on gender diversity and local context for marginalized populations.

Past, present, and future priority topics

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

- Climate-related topics have increased in importance for 3M, with a new topic of product innovation to solve climate, health, and safety challenges being the most material to 3M

- New topics included product innovation to solve climate, health, and safety challenges; safety of products and services; R&D; designing products with less or no waste; employee training, development, and well-being; collaboration and partnerships; biodiversity and ecosystems; access to safe and affordable drinking water; racial justice and inequality; and supplier diversity

- Health and safety of employees and contractors and ethical business moved from Tier 2 to Tier 1

- Employee diversity moved from Tier 3 to Tier 2

- Plastic and packaging waste, water quality, human and labor rights moved from Tier 1 to Tier 2

- Air quality moved from Tier 1 to Tier 3

- Water usage and availability moved from Tier 2 to Tier 3

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

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

Stakeholder feedback

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

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

- Biodiversity and ecosystems

- Social topics like racial justice and inequality, supplier diversity, human and labor rights, reskilling of marginalized communities, and STEM education

- Plastic packaging and waste

- Air and water quality

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

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

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

Report governance

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

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

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

Learn more about 3M's overall governance in **the Corporate governance section**.

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

Communities

Our commitment

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

Our impact

3M listens to and engages with communities to understand and identify ways to maximize our impact. In our multifaceted approach to community support, we identify key areas where we're uniquely positioned to have the most impact through cash and product donations, research and development investments, volunteerism and skills sharing, and more.
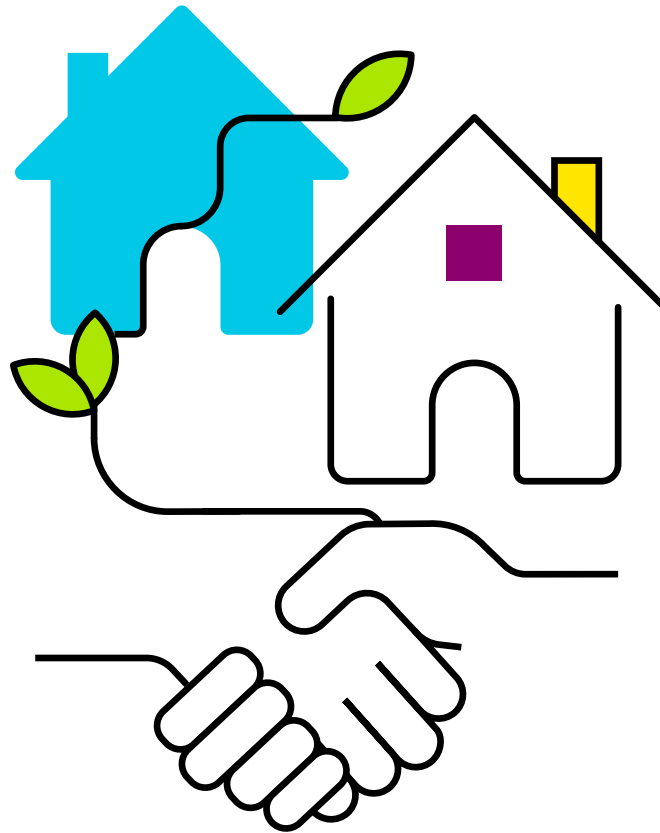
As part of our Science for Community pillar of 3M's Strategic Sustainability Framework, we help address social and economic disparities around the world. Through a variety of new and existing programs, we invest to build a strong foundation for equitable outcomes far into the future. We leverage research on social impact to inform investment decisions and collaborate with our community partners to track outcomes, minimize barriers, and expand future opportunities for 3M engagement.

In addition to the content below, more information about our efforts to support equitable communities, including key highlights and actions, can be found by visiting our **Diversity, Equity & Inclusion (DEI) Report**.

Investing in more equitable communities

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

3M develops and implements strategies and partnerships with leading community organizations committed to advancing equitable outcomes in our community. The 3Mgives Advisory Board guides this work and comprises a diverse set of senior-level company executives.

To ensure our support benefits the communities being served, 3M provides financial support to key partners and initiatives to help evaluate the outcomes of grants and employee engagement initiatives.

$50 million commitment over five years

In 2023, 3M continued to work toward our goal to invest $50 million to address racial opportunity gaps in the U.S. through workforce development and STEM education initiatives. This investment is in addition to our existing corporate philanthropy. Contributions for 2023 totaled $13.1 million. Our efforts were recognized by the 2023 Racial Equity Dividends Index, which named 3M a high-scoring business for four out of seven categories, including Philanthropy & Investment.

To measure our impact and inform future investments, we worked with Ecotone Analytics to capture our social return on investment using data from evidence-based research. This analysis demonstrated that every $1 we invest in our community generates nearly $3 worth of social impact — exceeding our initial internal target of $2.50 return for every dollar invested. This amplifies our estimated impact in 2023 from $13.1 million invested to a projected $39 million in social value returns (increased wages, additional taxes paid, avoided justice system costs, etc.).

$2.05B

investment in cash and product contributions in communities where 3M operates

As a science-based manufacturing company, we're motivated to support a more equitable pathway to science, manufacturing, and skilled trades jobs. Education and workforce development are key to broadening access to these careers for all students, especially those from underrepresented groups.

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 school supplies if they're to truly benefit from learning opportunities. To this end, we continue to support the 3M Community Fund, which is invested through the Greater Twin Cities United Way and the Saint Paul & Minnesota Foundation, to provide culturally specific holistic support for diverse families in the community surrounding our headquarters.

Community outreach

At 3M, we believe those closest to a community's challenges are best equipped to design and inform the most equitable solutions. Championing the voices and perspectives of community members and leaders helps us offer solutions that are truly community-focused. Among our most significant partnerships:

- Formed in 2020, the **3M Community Coalition** has evolved into a collaborative of the recipients of our $50 million investment. The coalition helps guide our investment with a focus on racial equity challenges in St. Paul. For example, its input led to our decision to invest in students' basic needs, expand our internal equity initiatives, and leverage 3M's assets and competencies to advance equity.
- **Youthprise**, a Twin Cities-based nonprofit, focuses on increasing access to career development opportunities for Indigenous, low-income, and racially diverse youth in Minnesota. We work with Youthprise to bring student voices into our STEM support and programs.
- Globally, each **business group at 3M** works to address inequities related to their markets. The business groups focus on addressing gaps in homeownership rates (Consumer), increasing access to health care for underserved individuals (Health Care), improving school zone safety (Transportation & Electronics), and diversifying the pipeline for skilled trades workers (Safety & Industrial).
- 3M was a founding member of the **Minnesota Business Coalition for Racial Equity (MBCRE)** in 2020, and our involvement continues across multiple pillars of the program. MBCRE works with the business community across Minnesota to help build an equitable, inclusive, and prosperous community for Black residents.

Environmental justice

In 2023, we defined our environmental justice ambition to "Deliver on our company promise by leveraging our expertise and capabilities alongside community leaders to help solve some of the most pressing environmental justice challenges facing our 3M communities." We have strong, aligned support from across 3M for our ambition, which follows the **Environmental Protection Agency's definition** of environmental justice.

We made steady progress throughout 2023. We worked to weave a focus on environmental justice into key business processes and policies, as well as to define environmental justice principles. We acted on those principles by increasing site engagement with the local community at three prioritized locations. Using a proven methodology of "listen, understand, act," we held listening sessions to understand the community's needs. We then identified opportunities to share the insights and collaborate with local businesses and officials to make meaningful impact.

We also worked to amplify 3M's leadership by elevating important voices, issues, and solutions around environmental justice as we collaborate with peers and stakeholders. In November we hosted 70 participants, including peer companies, nongovernmental organizations, government agencies, and community members, at the first 3M Environmental Justice Summit at 3M's Innovation Center in St. Paul, Minnesota. This was one of the first times a corporation took the lead in drawing together the private sector, the public sector, and the community to share insight and drive action toward environmental justice.

> " **Summits like this create that space where we can come together and share perspectives across sectors.**
> — Garfield Bowen, Vice President, Social & Environmental Justice "

Empowering the next generation

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

To deliver on commitments 3M made late in 2022, in 2023 we hosted a forum to promote cross-sector collaboration in building a strategy for STEM equity across the U.S. The commitments were made at the White House Summit on Equity and Excellence in STEMM (science, technology, engineering, mathematics, and medicine), which kicked off a partnership between The White House Office of Science and Technology, the American Association for the Advancement of Science, and the STEMM Opportunity Alliance. These entities have formed an Advisory Council to help create a national strategy for increasing equity in STEMM. Michael Stroik, 3M's vice president of community relations, represents 3M on the council.

Supporting STEM experiences

Science Encouragement Programs – This set of volunteer programs connects students with 3M scientists and engineers with the aim to inspire them to pursue science careers.

- **3M TWIST** (Teachers Working in Science and Technology), a six-week paid summer research program for teachers

- **3M STEP** (Science Training Encouragement Program), pairing diverse St. Paul public high school juniors and seniors with a 3M mentor and offering hands-on experience in a 3M lab over the summer

- **3M Visiting Wizards**, in partnership with the Bakken Museum, where volunteers provide science demonstrations and hands-on experiments to K–12 students

- **3M Tech Talks**, a program connecting students, especially women and minorities, with 3M role models from a variety of technical job positions, degree levels, and backgrounds

Since 2022 we've increased program expectations and due diligence by standardizing our processes to make the programs more robust and replicable. Both 3M Visiting Wizards and 3M Tech Talks, traditionally based in Minnesota, have expanded globally.

National Society of Black Engineers (NSBE) – We support NSBE's SEEK program, a hands-on summer engineering experience for Black students in grades 3 to 5. NSBE also has a virtual experience that reaches participants around the world.

3M Young Scientist Challenge – The premier U.S. science competition for students in grades 5 to 8, this one-of-a-kind competition seeks to spark curiosity in students and empower them to solve real-world problems that help improve lives. The winner receives a $25,000 scholarship and the annual title of "America's Top Young Scientist."

STEM programs around the world – Our global teams actively foster diversity and equity in STEM careers through programs including:

- **FIRST® Robotics** – This program helps young people discover and develop a passion for STEM through team sponsorship with the support of 3M volunteers, FIRST® LEGO® League, and FIRST® Robotics competition teams. 3M also makes significant product donations to support high-performing robots in the competitions.

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

Opening doors to the skilled trades

Community training resources – As manufacturing evolves and companies like 3M invest in facilities of the future, it's essential to help our local technical and high schools access appropriate technologies and training. To keep the workforce pipeline flowing, we invest in programs like the **3M Manufacturing and Academic Partnership**. This program connects students to careers in manufacturing through grants that support a robust mechatronics curriculum while providing hands-on education and 3M employees as guest educators. While it began in local 3M operating communities in the U.S., the program has recently expanded to Poland.

Watch our award-winning docuseries "Skilled" to see how 3M is elevating the skilled trades

3M™ Skills Development Center – In fall of 2023 we opened a new 15,000-square-foot automotive training facility in St. Paul, Minnesota. 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. The center also helps us raise awareness in the community of the opportunities offered by the skilled trades. It's just one more way 3M invests to meet the need for qualified workers in the skilled trades.

St. Paul Public Schools career pathway – In collaboration with the Minnesota State College and University system and St. Paul Public Schools, 3M has helped ease the way toward a rewarding career in the skilled trades for St. Paul Public School students. A new program now gives students college or certification credits — and sometimes certifications — for skilled trades classes. With the growing need for skilled trades in manufacturing, this helps build out 3M's hiring pipeline and gives more students a path to a well-paying job.

National Coalition of Certification Centers (NC3) – 3M and NC3 awarded 50 $1,000 scholarships to students who participated in the NC3 National Career and Technical Education Letter of Intent Signing Day.

Inspiring employees to change the world
3M Impact

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

Programs include:

- **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.

- **3M Impact Local** – Employees work with a nonprofit organization or social enterprise in their own community.

- **3M Impact Small Business Hackathon** – Using a hackathon approach, employees provide quick-hit solutions for small minority-owned businesses in the Twin Cities.

- **3M Impact Diverse Supplier** – This partnership between 3Mgives and 3M Sourcing offers 3M Impact in support of diverse suppliers.

For example, in 2023 four 3M volunteers worked with a local charity organization in the U.K. through the 3M Impact Local program. The volunteers applied their diverse set of technical skills to the development of an action plan to reduce the organization's carbon footprint and improve operational efficiency.

Because the organization is a hub for other charitable groups, the project's impact has been amplified through the sharing of learnings and outcomes — and it's forged a lasting connection between 3M and the local community.

Big hearts, matched

With the 3M Volunteer Match program, 3M donates money to eligible nonprofit organizations when a U.S.-based 3M employee or retiree volunteers in our community. In 2023, 3M offered a $20 volunteer match for each hour of service, up to $500. Since 2000, 3M has donated $13.1 million in 3M Volunteer Match dollars, and in 2023 Volunteer Match grants supported 1,280 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.

Giving that starts at home

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 2023, employees contributed $3.8 million in donations and pledges. When combined with 3M's match, this totaled more than $7.7 million in donations to help solve our communities' greatest needs, supporting more than 3,810 organizations.

Product donations

We work to provide 3M products to a multitude of nonprofit organizations. A large part of this effort involves donating excess inventory to leverage products in meaningful ways. For example, our strategic partnership with the Kids in Need Foundation helped to provide 3M products to under-resourced K–12 teachers and students across the U.S. In 2023, 3M donated $29.8 million in products globally.

Humanitarian aid

3M works with strategic community partners to provide financial support and product donations to communities in times of need, such as during geopolitical events or natural disasters. When possible, we supply products before crises happen. For example, in 2023 we donated $7.1 million in product to strengthen our partner Direct Relief's strategic emergency stockpile and crisis response efforts. This paid off when 3M products were on one of the first shipments to Maui in the immediate aftermath of the Lahaina wildfires.

Diversity, equity, and inclusion

Our commitment

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

Our impact

We advance meaningful actions toward a more equitable future for our employees around the world, including training, development, and recruitment efforts focused on underrepresented populations. We foster an inclusive culture that provides fair and equal opportunities for everyone. And we continue our efforts toward building a diverse global workforce.
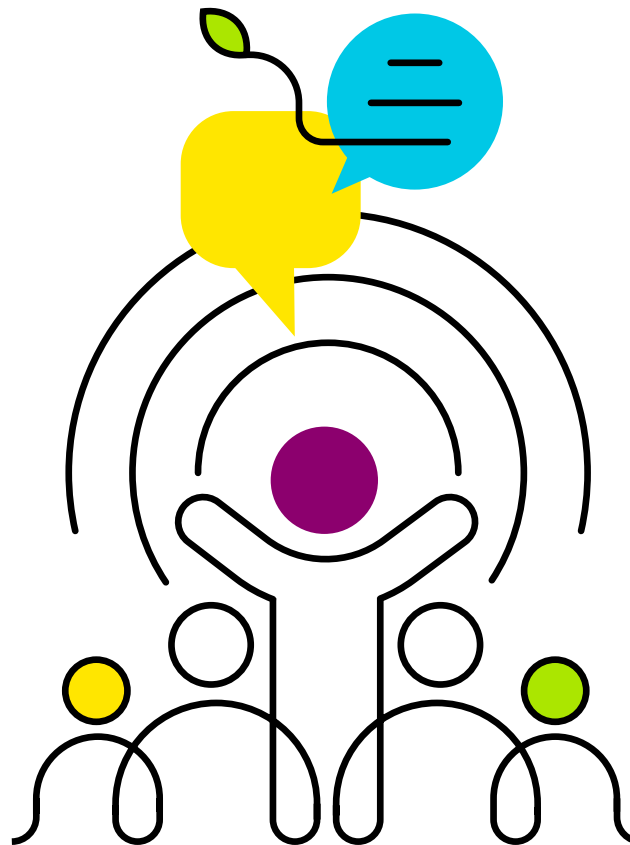
As a science-based company with a purpose to reimagine what's possible, it's our imperative to become the most inclusive enterprise we can be. Inclusion leads to engagement, engagement fosters creativity, creativity sparks innovation, and innovation produces growth.

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

Diversity, equity, and inclusion governance

To foster a workplace that reflects the **3M Respectful Work Environment Principle,** we follow U.S. Equal Employment Opportunity (EEO) policies, which prohibit 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.

To advance our social justice and impact agenda, we created a holistic cross-functional team to support our goals and commitments to progress equity in our workplaces, business practices, and communities globally. We also support our values with an internal CEO Inclusion Council, chaired by CEO Mike Roman, to advance diversity, equity, and inclusion initiatives.

On a regular basis, 3M's chief human resources officer, an executive vice president role, reports to the Board's Compensation and Talent Committee on strategies for talent sourcing, diversity, and retention, as well as talent development, internal pay equity, and equal employment opportunities.

A diverse and inclusive workplace

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

Our diverse workforce

We're building on our foundation by taking steps to advance the representation of underrepresented groups at 3M. We continue to work toward bringing the demographics of 3M's workforce in line with broader workforce availability.

To measure progress against our goal to double the pipeline of diverse talent in management globally by 2030, we use 3M's global Diversity Index, which measures the percentage of 3M management that is diverse across a wide spectrum of dimensions, including gender, nationality, race/ethnicity, disability, U.S. military veterans, and LGBTQI+. Since 2015, we've improved our global Diversity Index by 12.5 points, moving from 32.6% to 45.1% as we progress toward our 2030 goal of 65.2% — or double our 2015 percentage.

In addition, we've made good progress on our goal to double the representation of underrepresented employees in the U.S. Since 2020, we've improved our U.S. representation of underrepresented groups from entry-level through management, moving from 8.13% to 8.98%. At the same time, we've improved our U.S. representation of underrepresented groups in management positions, moving from 5.55% to 6.33%.

We continue to advance our efforts in hiring, retaining, and developing talent. Indeed, nurturing a talent pipeline is critical to achieving and maintaining our representation goals. To strengthen that pipeline, 3M has several programs and partnerships that provide valuable research, work, and professional development opportunities. Many of these programs are for underserved STEM students in higher education. Learn **more about these programs** in the Innovation management section.

To help us monitor our progress and provide transparency, we share an internal quarterly scorecard of our progress on the global Diversity Index and hiring metrics, as well as data on supplier diversity and community investments.

Learn **more about 3M's diverse workforce** at our Diversity, Equity & Inclusion (DEI) Report.

Equity and inclusion initiatives

At 3M, we believe in fair treatment, access, and opportunity for all individuals, and we're committed to advocating for human rights and removing barriers to equity.

LGBTQI+ community – In support of LGBTQI+ people, 3M has signed the Human Rights Campaign's Business Coalition for the Equality Act, as well as a national Business Statement Opposing Anti-LGBTQ State Legislation organized by the Human Rights Campaign and the Freedom for All Americans Education Fund. We also continue to support the United Nations LGBTI Standards of Conduct for Business.

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

For example, our Diverse Abilities Network aims to make a difference in the 3M community by supporting people with disabilities and those who care for them. In 2023, this ERN expanded its global reach to all 3M operational areas. In addition, 3M earned a top score of 100 in the annual Disability Equality Index® (DEI®) benchmarking tool for the sixth year in a row. The DEI®, a joint initiative with the American Association of People with Disabilities, "helps companies build a roadmap of measurable, tangible actions toward disability inclusion and equality." Companies with a score of 80 or above make the list of "Best Places to Work for Disability Inclusion."

For another example of how our ERNs advance diversity, equity, and inclusion at 3M, read **how our Pride ERN celebrated Pride Month** in 2023.

Pay equity

3M's global pay philosophy, principles, and consistent implementation result in fair and equitable pay for our employees. We analyze pay equity by comparing employees in the same job category, job grade, and location, a process that's produced excellent results. In 2023, we continued to have 100% gender pay equity globally and 100% pay equity for racial/ethnic groups in the U.S. Learn more in **the Compensation section**.

In 2023, 3M started including pay range and benefits information for all internal and external postings for jobs located in the U.S. In doing so, we joined companies across the country that are at the forefront of advancing pay equity through proactive and transparent practices. It's one more way we're reinventing our impact for people inside and outside our walls.

3M earned a top score of 100 in the annual Disability Equality Index® (DEI®) benchmarking tool for the sixth year in a row

How we work

Corporate governance

Our commitment

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

Our impact

Our corporate governance principles govern how 3M does business daily, enabling us to outperform and lead the way to sustainable growth.
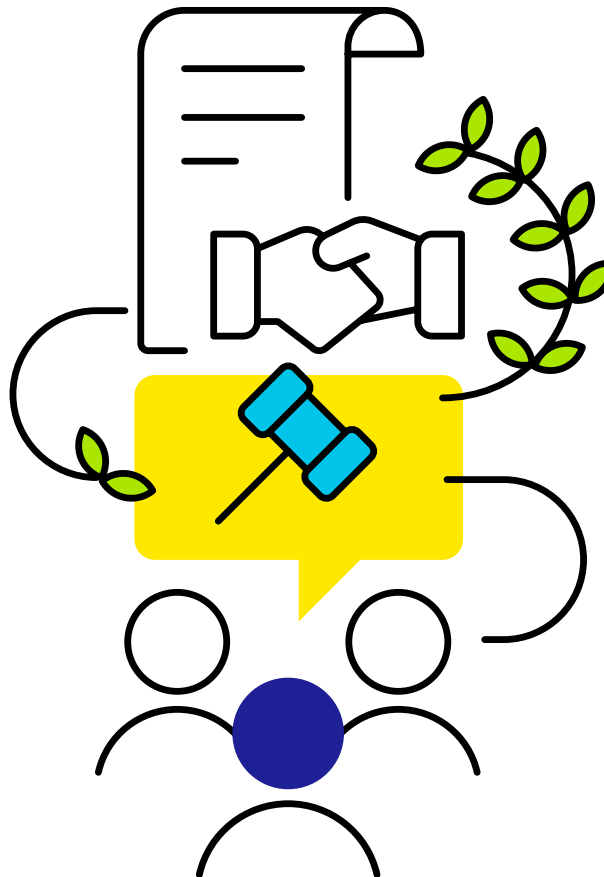
Our corporate governance principles define the roles, rights, and responsibilities of different groups within 3M, as well as of our Board of Directors.

Governance oversight

3M's Board of Directors comprises a diverse group of experienced leaders that 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. The Board consists entirely of independent directors and 3M's CEO. 3M's Board serves as elected representatives of the shareholders, acts as an adviser and counselor to the CEO and senior management, and oversees management performance on behalf of shareholders. The Board also oversees 3M's strategic and business planning process; has general oversight responsibilities for our overall environmental, social and governance (ESG) and human resources strategies, goals, and results, including sustainability, environmental stewardship, and diversity, equity, and inclusion; and reviews and assesses management's approach to addressing significant risks facing the company.

3M's Board of Directors has adopted Corporate Governance Guidelines that provide a framework for the effective governance of the company. The guidelines address matters such as the respective roles and responsibilities of the Board and management, the Board's leadership structure, the responsibilities of the lead independent director, director independence, Board membership criteria, Board committees, succession planning, and the annual Board and committee evaluation process.

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

- Qualifications, experiences, and diversity 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 (including diversity, equity, and inclusion), and ESG (including sustainability)
- Executive compensation, including as it relates to environmental and social goals

More information on 3M's corporate governance can be found at:

- **Corporate Officers**
- **Board of Directors**
- **Committee Composition**
- **Governance Documents**
  - **Certificate of Incorporation** and **Bylaws**
  - Committee Charters
  - **Corporate Governance Guidelines**
  - **Board of Directors Code of Conduct**
  - **Director Independence Guidelines**
- **Annual Reports & Proxy Statements**
- **Investor Relations**

Sustainability governance

Group	Function
Board of Directors	• Receives regular sustainability updates at Board meetings • Reviews sustainability-related risks as part of 3M's enterprise risk program
Science, Technology & Sustainability Committee of the Board of Directors	• Provides primary oversight of 3M's sustainability and stewardship activities, including environmental and product stewardship efforts and legal and regulatory compliance, among others • Reviews 3M's sustainability policies and programs to identify and analyze significant sustainability, materials-vulnerability, and geopolitical issues that may impact 3M's overall business strategy, global business continuity, and financial results
Environmental Responsibility and Sustainability Committee	• Provides leadership, oversight, and strategy to encourage and ensure sustainability opportunities are recognized • Develops and monitors adherence with strong sustainability-related policies and procedures • Includes 3M's CEO, President & CFO, EVP R&D & CTO, Group President Enterprise Operations, EVP & Chief Counsel Enterprise Risk Management, EVP & Chief Legal Affairs Officer, SVP & Chief Sustainability Officer, SVP Environmental Stewardship, and SVP Global Chemical Operations
Chief Sustainability Officer	• Leads 3M's sustainability activities • Reports to the Environmental Responsibility and Sustainability Committee and other internal and external groups
Sustainability leaders in business groups, areas, and enterprisewide	• Drives Strategic Sustainability Framework priorities and initiatives consistent with the scope of their role • Leads customer relationships to solve shared global challenges

Through engagement with our Board of Directors, executive leadership team, and business units, we're working across 3M's Strategic Sustainability Framework to advance progress toward our sustainability goals. Learn more in our **2024 Proxy Statement**, Board's role in sustainability.

Public policy engagement

As a concerned member of our communities, 3M actively participates in public policy and legislative advocacy, or "lobbying." We believe that transparency with respect to the consideration, process, and oversight of our engagement with lawmakers is important to our shareholders, and we continually make efforts to give our shareholders useful information about our public policy engagement.

See details in our **2024 Proxy Statement**, our **Lobbying and Political Activities Principle**, and our **Lobbying and Political Activities Governance** document.

3M's approach to taxation

3M is committed to complying with all applicable tax laws, rules, regulations, and reporting and disclosure requirements through the implementation of standardized, simplified, cost-effective, and automated compliance processes. This means paying the right amount of tax in the right place at the right time and involves disclosing all relevant facts and circumstances to the tax authorities and claiming reliefs, incentives, and exemptions in line with and in the spirit of the applicable tax legislation. In addition, 3M's tax strategy is consistent with the principles set forth in **3M's Code of Conduct**.

Approach to risk management and tax governance

At the highest level, responsibility for taxes resides with 3M's Global Tax Department, based in our headquarters in the United States. The senior vice president for tax reports to 3M's executive vice president and chief financial and transformation officer and is a member of 3M's Finance Committee. The Tax Operating Committee, under the leadership and direction of the senior vice president for tax, has oversight over the material tax matters of 3M's worldwide business and supply chain.

3M assures the appropriateness of our accounting and tax records on an ongoing basis to enable us to meet our compliance obligations. In countries where we operate, we document and confirm with the respective authorities. Where required, 3M assures **public disclosures are published** according to the regulations.
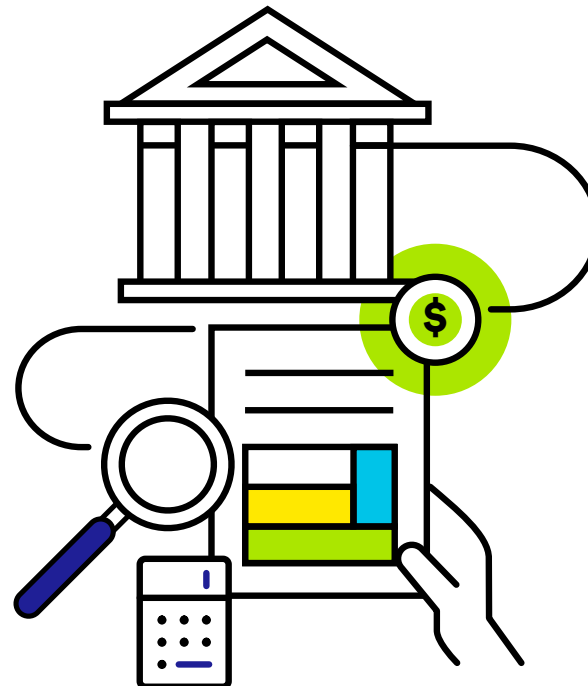
Day-to-day management of 3M's taxes is overseen by the tax management responsible for the respective region and area of taxation. Processes relating to various taxes are allocated to the relevant process owners responsible for executing tax compliance controls. Appropriate training is carried out for staff who manage or process matters with tax implications.

Transactions between 3M companies are conducted on an arms-length basis in accordance with appropriate transfer pricing rules. This assures 3M's profits are taxed where economic activities are performed. Where there are any areas of uncertainty, 3M engages its external professional advisers to provide specialist advice as and when needed.

Reporting tax concerns

As with all instances of unethical or unlawful behavior, we encourage our employees to ask questions or report concerns about tax matters to management, 3M's Ethics & Compliance Department, 3M legal counsel, **3MEthics.com**, their assigned human resources manager, 3M's Corporate Audit Department, or the Audit Committee of the Board of Directors.

Learn more about **reporting concerns about unethical or unlawful behavior** in the Corporate Code of Conduct section.

3M's attitude to tax planning

3M engages in tax planning that's aligned with its commercial business activities or supply chain needs and in compliance with tax rules and regulations. 3M may engage in tax planning or other activities potentially perceived as tax planning. We do not engage in artificial tax arrangements that lack economic substance, one of the main purposes of which would be to obtain a tax advantage. We may, however, evaluate potential economic options resulting from business transactions with consideration of tax efficiency.

Risk management in relation to taxation

Our approach to tax risk follows principles similar to those that apply to our management of legal, compliance, and other business risks. Our internal framework supports compliance with tax laws and regulations to assure we identify, assess, and mitigate tax risks, including consideration of both internal and external stakeholders.

Approach toward engagement with tax authorities

We strive to have an open, honest, and collaborative working relationship with tax authorities. 3M assures that specific tax authorities are kept aware of significant transactions and changes in the business and seeks to discuss at an early stage any tax issues that arise.

When submitting tax computations and returns to country tax authorities, 3M discloses all relevant facts and identifies any transactions or issues that we consider to have potential for uncertain tax treatment. We recognize there could be areas of differing legal interpretations between 3M and tax authorities, and where appropriate we'll engage in proactive discussion to conclude matters as quickly as possible.

Any inadvertent errors in the submission of tax returns and tax computations are fully disclosed as soon as reasonably practicable after they have been identified.

Enterprise risk

Our commitment

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

Our impact

3M's general auditor conducts an annual review of the major risks facing the company and works with executives to assess those risks and develop appropriate mitigation plans. We keep a continual eye on ensuring business continuity through global economic and geopolitical challenges. In 2023, we prioritized health and safety, cybersecurity, environmental stewardship, and the strength of our new product pipeline and corporate reputation.
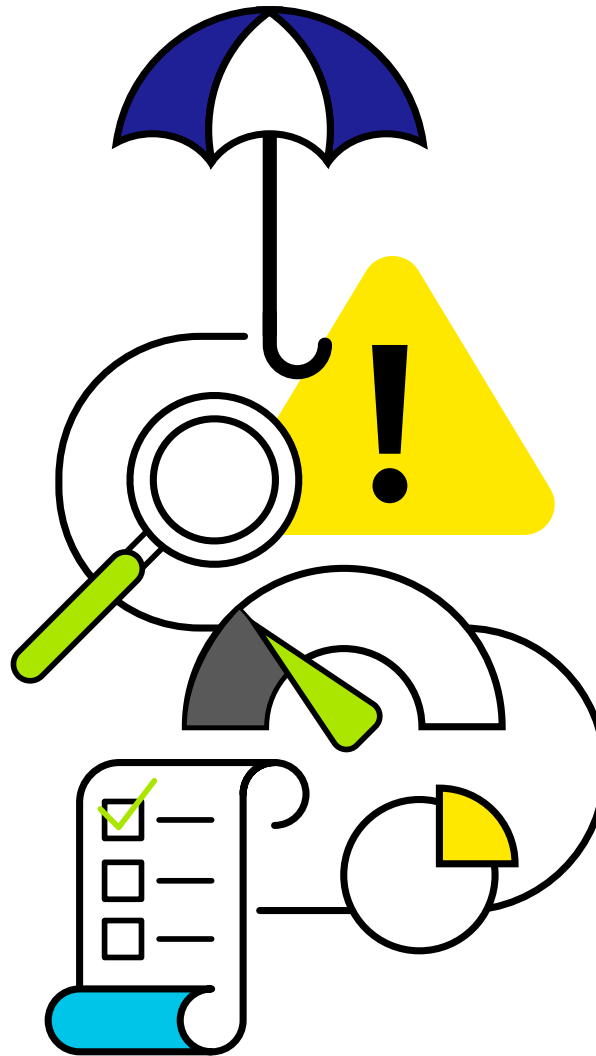
3M believes that good corporate governance practices serve the long-term interests of our stakeholders, strengthen 3M's Board of Directors and management, and further enhance the public trust we've earned from more than a century of operating with unwavering integrity.

Risk oversight

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

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

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

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

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

See our **2023 Annual Report and 2024 Proxy Statement**.

1:1 risk management meetings

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

3M's Enterprise Risk Management initiative

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

- Confirming that appropriate plans and oversight exist for material risks

- Providing for ongoing risk review and assessment

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

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

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

To learn **how we manage risk at the site level**, see the Environmental, health, and safety management section.

Monitoring emerging risks

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

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

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

- Environmental Matters and Litigation (**fluorochemistries, or PFAS**)

- **Combat Arms Earplugs**

Corporate Code of Conduct

Our commitment

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

Our impact

We continually work to update our training program and engage with senior leaders, middle management, and employees around the Code of Conduct. In 2023, we held an Ethics & Compliance Day event to further build employee engagement around our commitment to unwavering integrity. We continue to enhance our data science platforms and various metrics dashboards.
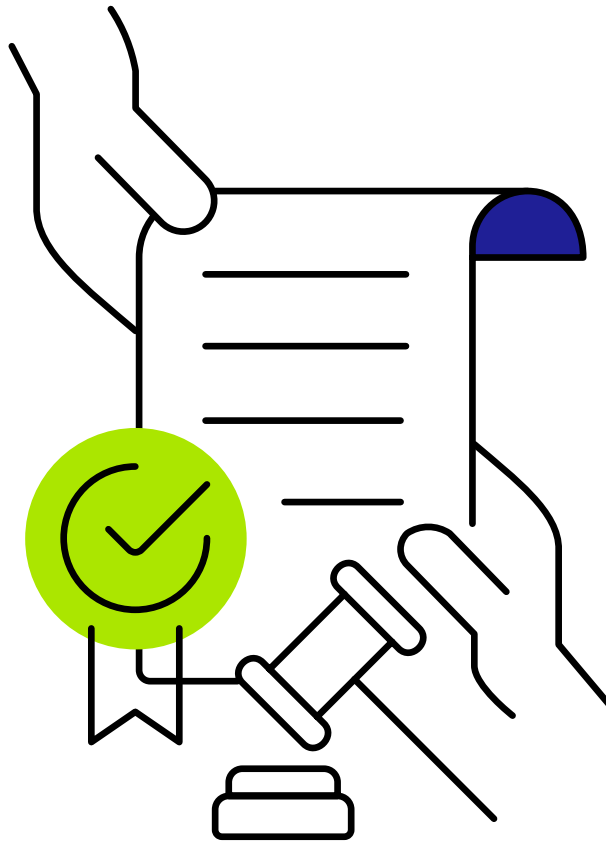
We have one **Code of Conduct** that applies to our 85,000 employees. Available in 21 languages, our Code of Conduct sets clear expectations for employees, relevant stakeholders, and business partners. It summarizes 3M's compliance principles and raises awareness about how to do business the right way, at all times, and at every site.

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

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.

Be 3M

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

- Be Good
- Be Honest
- Be Fair
- Be Loyal
- Be Accurate
- Be Respectful

The compliance program is designed to meet the U.S. Federal Sentencing Guidelines. As a result, it meets similar global standards and the requirements of other countries' anti-bribery laws.

The program consists of:

- 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 hiring and promoting
- 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 assures 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, senior vice president. This internal committee oversees 3M's efforts to ensure we have an effective world-class compliance program — one that's agile and anticipates changes in both internal business strategy and the external landscape. Similar business conduct committees exist at country, regional, and area levels 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. The officer also meets quarterly with certain Corporate Operating Committee members to share initiatives and priorities for the quarter and discuss ethics and compliance key performance indicators.

Compliance training and education

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

Each year we establish a training plan based on an assessment of internal and external factors that help prioritize topics and timing of deployment. Online courses are offered in 22 languages. Training modules cover all areas of our compliance program. Recent examples include Preventing Bribery & Corruption, Data Privacy, and Promoting Fair Competition. Each course starts with a series of questions that identify the employee's knowledge level. The employee is then presented with scenario-based questions tailored to this level. To successfully complete the course, the employee must demonstrate proficiency in the topic. On-demand online Ethics & Compliance training is also available.

Ethics & Compliance tracks on-time completion rates, and our rate remains strong. We continually analyze scores and other course data to shape future training needs. For example, we've designed mini-courses to educate on specific topics. Ethics & Compliance courses are now available through 3M Learn, 3M's corporatewide learning platform — an easy, accessible one-stop shop for employees.
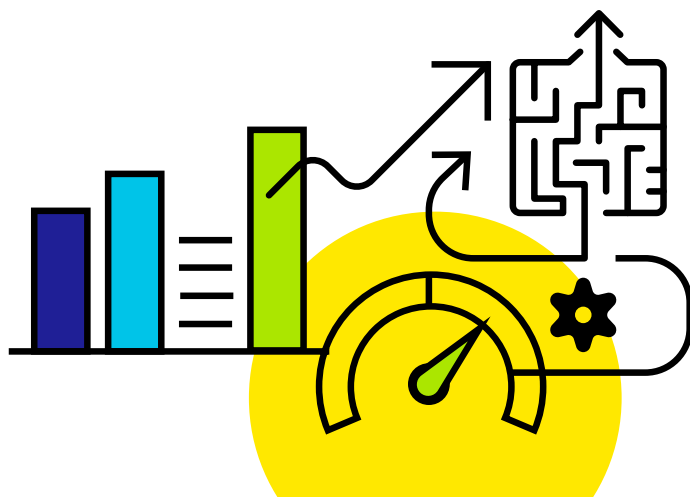
Online courses are offered in

22 languages

and cover all areas of our compliance program

In addition to online training, the Ethics & Compliance Department — in close collaboration with 3M Legal Affairs, local compliance partners, finance, and human resources — provides frequent tailored in-person training to businesses, subsidiaries, staff groups, and third parties. This training may be annual, as requested, or when needed.

Reporting concerns: "Speak Up"

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

Our strong ethical culture requires and empowers employees to make the right choices every day. At 3M, we make it clear that speaking up is the right thing to do. The "Speak Up" poster that features our most frequently used languages continues to be widely used globally.

3MEthics.com is a 24-hour confidential online reporting system. Reporters can choose to submit their concern anonymously in most countries. It's managed by a third-party vendor and is available to 3M employees and others internally and externally. 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 feature was implemented to allow a reporter to enter their email address (not visible to anyone in the system) to receive communications from investigators. This enhancement increases reporters' visibility to case status and activity.

The Ethics & Compliance Department measures the health of our "Speak Up" culture by monitoring the number of calls to our reporting system and the anonymous call rate. We believe a healthy environment is one in which employees are comfortable raising their concerns, and we're proud that our call rate per 100 employees exceeds industry-published benchmarks. Our anonymity rate is lower than published benchmarks, indicating a higher level of trust in our investigation process.

The Ethics & Compliance Department is responsible for reviewing every reported business conduct concern and deciding which require an investigation. If an investigation is needed, we assign an appropriate investigative resource. The results may indicate a need for focused employee training or process improvements. In these cases, we work with key stakeholders to address those needs.

Substantiated violations may result in disciplinary actions. Discipline may take many forms consistent with similar past violations, from warnings to suspensions to termination, and may impact one or more persons associated with the violation.

The **3M Global Allegations & Disciplinary Actions** graph illustrates business conduct-related reports raised in 2021, 2022, and 2023 using 3MEthics.com. We use this data to prioritize resources and focus strategies.

The Ethics & Compliance Department maintains the corporate investigation case management system and reports metrics from a broad range of 3M functions that conduct investigations. This provides a complete view of the frequency and type of concerns reported globally and reflects 3M's healthy "Speak Up" culture.

3MEthics.com is a 24-hour confidential online reporting system
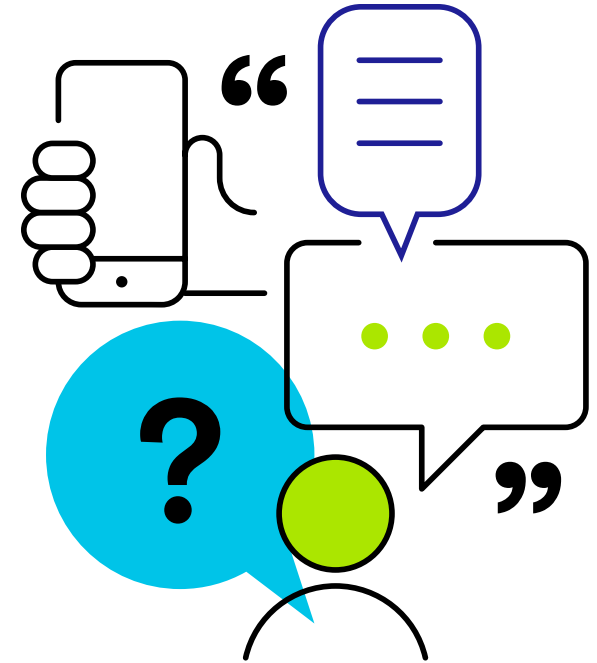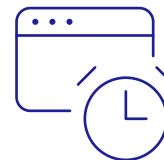
3M's non-retaliation process

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

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. Additionally, the compliance professionals on our team regularly participate in, present at, and are members of organizations and associations working to improve compliance controls and reduce legal risk.

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 to our business partners. In addition, 3M's Anti-Bribery Principle and anti-bribery policies and procedures have been communicated to all employees. Our Avoiding Bribery and Corruption training is required of most nonproduction employees, specifically employees in higher-risk roles, including those in legal, audit, sales, marketing, export, and global trading.

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. Depending on the outcome of the review, we respond to identified risks with specific actions, such as training, the inclusion of relevant contractual terms, and other risk-mitigating controls. Once approved, we have an active monitoring program for third-party relationships, including risk-based negative media reviews and proactive audits of third parties. 3M may end a relationship with a business partner if we

determine the risk presented is too high and cannot be appropriately 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.

Finally, the Ethics & Compliance Department collaborates with 3M Legal Affairs on due diligence processes related to potential equity investments and mergers and acquisitions. These processes help identify risks in the target company before an acquisition or investment is initiated and help accelerate our efforts to integrate an acquired company's employees into 3M's compliance program and culture. Ultimately, the Ethics & Compliance Department is charged with conducting a risk review and taking any necessary remediation actions upon the closing of every acquisition.

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. The team aims to interview at least 10% of nonproduction employees.

Our assessment of compliance culture continues to focus on "tone in the middle" and "tone at the top." Middle managers and supervisors are critical in setting a tone of ethical business conduct for their teams. Evaluation interviews delve into understanding this and identifying opportunities for improvement. Evaluations can be executed in person (on-site) or virtually while still engaging employees in meaningful discussions that allow us to assess program maturity and opportunities for improvement.

> " Our commitment to unwavering integrity in all that we do is clear and stems from the top of our organization. It has been the foundation of the company for more than a century. "
>
> — Michael Duran, Senior Vice President and Chief Ethics & Compliance Officer

Global Ethics & Compliance event

In 2023, we held a global Ethics & Compliance Day event to further build employee engagement around the Code of Conduct and doing business the right way. The virtual event engaged employees in business divisions and corporate functions around the theme "Unlocking the Value of Unwavering Integrity."

The event featured Chairman and CEO Mike Roman discussing the importance and value of unwavering integrity. Tony Brown, 3M Board member and Audit Committee member, joined our chief ethics & compliance officer, Michael Duran, for a fireside chat, where he shared his perspective as a Board member on the importance and value of a culture of compliance. The event also showcased panels of senior leaders from across the company speaking about their experiences and views on unwavering integrity at 3M.

Ethics & Compliance teams around the globe promoted and amplified the event, with some local leaders taking the opportunity to explore the value of unwavering integrity at 3M with their teams. These activities resulted in one of our highest employee participation levels for an Ethics & Compliance event.

We continue to engage with senior and middle managers by providing visually engaging and easy-to-understand tools that help them communicate important compliance topics and messages to their team. We also publish case studies that anonymize real-life dilemmas in the work environment, as well as hotline reporting metrics to provide transparency around the number of concerns raised at 3M and disciplinary outcomes.

We leverage our communication vehicles to reach all intended audiences — whether virtually, in person, or hybrid — in all locations, including labs, corporate offices, production sites, and warehouses, as well as to ensure we reach our sales and marketing employees who interact regularly with 3M business partners.

Every quarter, Ethics & Compliance recognizes 3M employees around the globe who have gone above and beyond to bring the 3M Code of Conduct to life in the work they do and the decisions they make. Recipients of the Living the Code Award receive a letter from our chief ethics & compliance officer. Recipients also receive points that can be redeemed through the 3M corporate employee recognition platform, Everyday Wins.

Data analysis and metrics

The Ethics & Compliance Department continues to make strides in data science. We leverage enhanced metrics dashboards to analyze emerging issues across different employee populations (seniority, tenure, location, etc.), as well as dashboards for third-party due diligence and business courtesies (gifts, entertainment, meals, etc.). We use metrics to monitor our evaluations and investigations. As we continue to function in a remote environment, the insights from this monitoring allow us to maintain the quality of our processes.

In 2023, the Ethics & Compliance Department continued to leverage data analytics to enhance our risk assessment process. By combining metrics with the Corporate Audit Department, we create a data model that looks at our geographies, businesses, and certain risk indicators. The results inform our priorities for audits and evaluations.

Platform enhancements

In 2023, we implemented platform enhancements to improve efficiency and reduce risk, adapting to an evolving regulatory environment and aligning with business strategies. In addition, we continued to evolve our third-party due diligence program by implementing automation updates, enhancements for efficiency and compliance with standard processes, and better documentation of our review and management of risk associated with second-tier business partners.

The Ethics & Compliance Department manages a centralized global system that automates the process for preapproving and documenting the offering and receiving of gifts, entertainment, meals, sponsorships, and charitable contributions. Through system enhancements in 2023, we streamlined the end-to-end process by clarifying the required information for appropriate review of requests.

Finally, in 2023 we collaborated with the data privacy legal team to update our conflict-of-interest reporting and management process, as well as our hotline reporting platform, to ensure alignment with global data privacy requirements.

Engaging employees in compliance

In 2023, our engagement communications each quarter focused on a specific topic aligned with our compliance training program. We used data and collaborated with other departments to develop new tools for getting information to our audiences more efficiently, avoiding gaps in time between observation and remediation.

Human rights

Our commitment

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

Our impact

We implement our human rights program through our global policies, management system, assessments, audits, training, and metrics tracking. Our audit process provides us with a global view of our sites and supply chain.
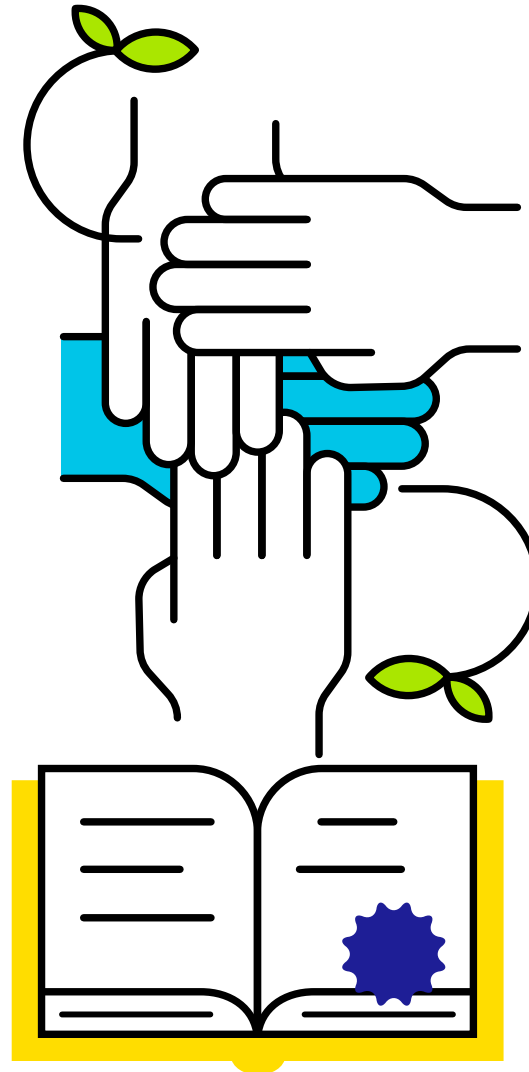
Our **Human Rights Policy** applies to all 3M employees, contingent and contract workers, candidates for hire at 3M, anyone doing business with or on behalf of 3M, and others acting on 3M's behalf.

Strong support for 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
- 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 work environment

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

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

A respectful work environment

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

To support this, we offer a comprehensive suite of employee benefits, including options for employees to work remotely and flexibly. Learn **more about benefits** and **our Work Your Way model** in the Employee programs section.

Working hours and wages

Not only does 3M comply with minimum wage legislation globally, but we aim to exceed the legal minimum wage. Our compensation reflects our practice of establishing competitive salary ranges based on actual pay data from benchmark peer companies in manufacturing. See **more on wages** in the Compensation section.

Freedom of association and the right to collective bargaining

Our Human Rights Policy's clause on the freedom of association states that we respect "the ability of employees to choose whether or not to join unions

1. Percentage accurate as of approximately quarter two / quarter three of 2023.

and engage in collective bargaining, as permitted by applicable laws in the countries where 3M does business."

Approximately 26% of 3M employees are either represented by a collective labor organization or covered by a labor agreement.[1] In some countries, collective bargaining rights are not protected or recognized. Nevertheless, 3M assures employees that the freedom of association and collective bargaining aspects of our Human Rights Policy apply to all 3M employees worldwide.

In the event of business operations changes, we follow all applicable local laws and regulations regarding consultation and notice periods for both represented and nonrepresented employees.

Modern slavery

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

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

Child labor and minimum hiring age

Our commitment to helping abolish child labor is evident in our Human Rights Policy and Modern Slavery Statement. Although permissible hiring age may vary based on local laws, 3M has adopted global expectations regarding the hiring of minors. Even if local law permits it, 3M will not hire any employee or contingent worker below the age of 16 for any job. If the applicable laws impose a minimum age requirement higher than 16, we follow that stricter standard. See our **Supplier Responsibility Code** for details on supplier requirements.

Forced and compulsory labor

3M complies with all applicable laws and employment regulations and does not engage or participate in forced labor, nor do we allow financial burden (withholding wages or imposing fees) to be placed on workers, recruiters, or suppliers. We expect the same of 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.

See our **Human Rights Policy**, **Modern Slavery Statement**, and **Supplier Responsibility Code** for details.

Human trafficking

Our approach to human trafficking is simple: We do not tolerate it. We are committed to using effective systems and controls to prevent human trafficking from taking place anywhere within our business or supply chains. This applies to 3M and its subsidiaries as well as to our federal contracts and subcontracts for either commercial or noncommercial items. Learn more about **our approach to human trafficking** in the Suppliers section and in our **Supplier Responsibility Code**.

Raising and resolving workplace concerns

3M works diligently to create a culture where all employees can work without fear of intimidation, reprisal, or harassment, as well as an environment where employees' questions and concerns are addressed in a fair and timely manner.

When employees or others have concerns related to human rights, labor practices, or environmental or safety issues, we encourage them to raise questions or report misconduct, potential misconduct, or concerning behaviors.

Employees also receive training around channels for reporting and resolving concerns, such as:

- Employee's management
- 3M Human Resources
- 3M Legal Affairs
- 3M Global Security
- 3M Environmental, Health, and Safety & Product Stewardship
- 3M Ethics & Compliance
- 3MEthics.com (option for anonymity in most countries)
- 3M Corporate Audit
- 3M Audit Committee of the Board of Directors

Visit **Ethics & Compliance** for more information or to **report a concern**. **More information** is also in the Corporate Code of Conduct section.

3M prohibits retaliation against anyone who, in good faith, asks a question, reports a concern, or participates in a company investigation. Learn more in **3M's Employee Obligations and Reporting Principle**.

Assessing human rights

In our view, human rights due diligence requires a holistic approach. We assess our own business as well as those acting on our behalf — in supply roles, government relationships, acquisitions, mergers, and divestitures — to identify salient human rights issues relevant to our business.

These evaluations are integrated into other assessment and management processes and are based on material issues regardless of where they're identified within the value chain.

Potential salient risks and prevention plans

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

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

Human resource assessments and audits

To help protect our employees' rights, our Employee Relations Assessment tool enables any 3M location globally to assess its policies and practices. By using the tool and tracking data throughout the process, leaders can review practices related to 3M's Human Rights Policy, identify strengths and opportunities for improvement, and develop an action plan to address any potential gaps.

3M Corporate Audit periodically audits our human resource practices for employees and non-employees to ensure compliance with 3M guidelines and external regulations (for hiring, timekeeping, payroll, etc.). It also promotes ethical business practices and investigates ethics-related concerns.

3M suppliers

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. We want our suppliers to share our commitment to maintaining compliant, responsible, safe, and sustainable operations and practices, including in their own supply chain and in their operating communities.

In addition to requiring compliance with applicable labor and human resource laws, we expect our suppliers to be committed to upholding the human rights of workers and to treating them with dignity and respect as understood by the global community. This applies to all workers, including temporary, migrant, student, contingent, and employees.

For more information on 3M's supplier expectations and requirements, visit **Supplier Requirements**. Learn more about our **risk-based supplier assessment process** in the Suppliers section.

Government relations

3M is committed to being a responsible company with unwavering integrity in all dealings with local, state/provincial, and national governments and with their prime contractors and subcontractors around the world.

Before entering into any government contract or any agreement related to a government customer, 3M employees must consult 3M's Government Contract Compliance Department or their assigned legal counsel.

Provisions related to human trafficking and forced labor are also included in 3M's government contract flowdown requirements for suppliers. In the United States, the federal government has adopted a regulation (Federal Acquisition Regulation 52.222-50) prohibiting human trafficking, including slavery, servitude, forced and compulsory labor, and coercion to induce a commercial sex act or to procure the same. We've implemented processes to assure compliance with U.S. Federal Acquisition Regulation 52.222-50, including a Human Trafficking Prevention Standard.

For more information, see the **Doing Business with Government Agencies and Contractors Principle**.

Acquisitions, mergers, and divestitures

3M regularly pursues the sale and purchase of business interests. For each business that may be acquired or divested, human rights issues are prioritized and addressed relative to risk and compliance during the acquisition integration or divestiture process. Find additional information in the **EHS&PS Acquisitions, Mergers, and Divestitures Standard** and **the Environmental, health, and safety management section**.

Human rights training

We provide training globally to ensure that 3M employees, including security employees and contractors, understand the requirement to comply with the law, 3M's Code of Conduct, and supporting policies, standards, and procedures, including around human rights.

Employees are assigned training modules based on their role and area of responsibility. We require most new employees to complete 3M's Code of Conduct and Ethical Decision-Making course, which includes content on 3M's Respectful Work Environment Principle, 3M's Global Human Rights Policy, and 3M's commitment to human rights. It also raises awareness of our expectation that employees report all suspected violations of law or 3M Code of Conduct and the channels available to do so.

See **the Corporate Code of Conduct section** for more information.

Information security

With the rise in corporate cyber incidents and security events worldwide, our internal global security standards provide the controls required to achieve information security based on industry standards and best practices. Roles and responsibilities of information security employees, contingent and contracted workers, and suppliers must be defined and documented in accordance with the 3M Information Security Management System and 3M's Systems Access Control Standard.

Learn about **workplace security** in the Environmental, health, and safety management section.

3M Supplier Responsibility Code addresses:

Labor

Environment

Health & safety

Ethics

Management

Compensation

Our commitment

3M creates a professional work environment that promotes innovation and rewards performance. We rely on our global compensation principles to provide fair and equitable pay that's competitive in the current market.

Our impact

We appropriately benchmark compensation of our global sites and use consistent methods to assess our compensation position in the market. Our total compensation for employees includes a variety of components that support equitable and sustainable employment and the ability to build a strong financial future.
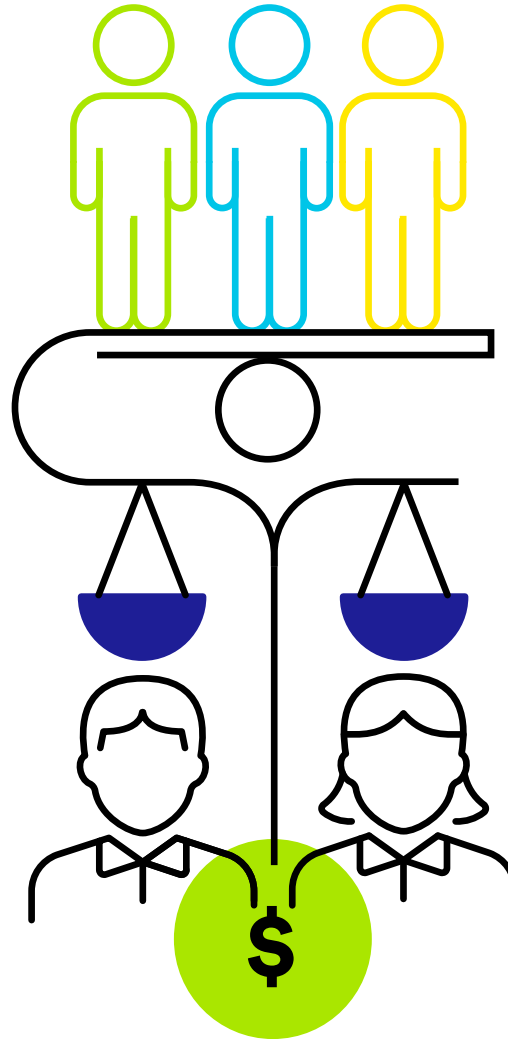
Director and executive compensation

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 all aspects of executive compensation. The committee, along with an independent compensation consultant, assesses the design of incentive compensation and the risks associated with it, recommending changes when appropriate. The committee also reviews stakeholder feedback relating to executive compensation.

For more information on director and executive compensation, including how our incentive plans incorporate an environmental, social, and governance (ESG) modifier, see our **2024 Proxy Statement**, our **Nominating and Governance Committee Charter**, and our **Compensation and Talent Committee Charter**.

Performance, compensation, and culture

Our culture not only provides a framework for performance and compensation but more broadly exemplifies who we are when we're at our best. At 3M, we look to embody these culture elements:

- Customer at our core
- Innovating boldly
- Powered by inclusion
- Winning with agility
- Unwavering integrity

Our "Unwavering integrity" element specifically calls for us to deepen our dedication to sustainability and our global communities.

We aim to advance all our culture elements by providing employees the opportunity to grow through challenging work — and rewarding them for their efforts. 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 (RSUs), stock options, stock appreciation rights (SARs), 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.

For more information on 3M's compensation and benefits, visit **Working at 3M: Benefits**.

Competitive, fair, and equitable compensation

Guided by our compensation philosophy and principles of competitive, fair, and equitable pay, we use a global compensation benchmarking process to drive consistency and transparency in our compensation practices across regions. Established in 2012, our process has led to excellent pay equity results in every country where we do business.

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

We conduct the same process in the U.S. for minorities aggregated as a group versus non-minorities, with the same result — **100% pay equity for racial/ethnic groups in the U.S.**

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

> **Our "Unwavering integrity" element specifically calls for us to deepen our dedication to sustainability and to our global communities**

Employee programs

Our commitment

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

Our impact

We invest in our people's success by fostering a culture of continual learning to help employees develop the skills of tomorrow. We empower our employees to bring innovation into their work and focus on making an impact in the world.
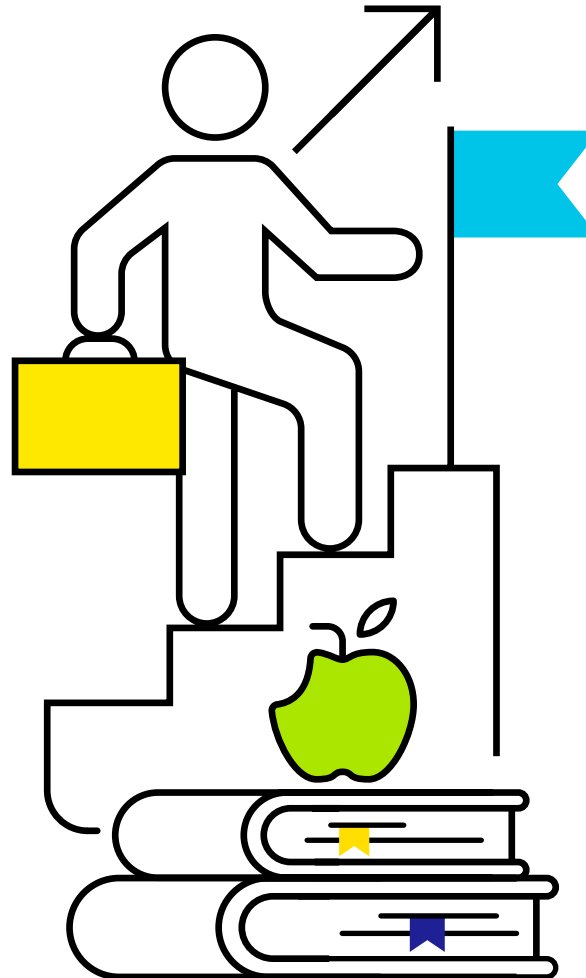
At 3M, we lead with culture. We know that engaged employees are more productive and committed, more satisfied with their work, and more likely to stay longer. Working at 3M provides a range of development opportunities few other companies can offer. It's possible to go from the lab to a marketing role or from sales to business development — all the way up to the C-suite.

A learning-focused culture

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

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

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

Mentorships

We understand the important role that relationship-based development can play in helping employees navigate our culture and environment, take advantage of opportunities, and thrive in their career. That's why we encourage mentoring at every level in the organization. The nature of the relationship can be formal or informal, functional or cause-based. No matter what, when employees learn from each other and share their experiences, they accelerate collaboration and professional growth.

Technical development and learning

3M's Tech Forum is a self-directed and self-organized catalyst for interaction, growth, and development among our technical community. Members benefit from sharing research and exchanging ideas on any number of topics, whether related to their role at 3M or not. Tech Forum comprises dozens of topic-specific chapters across the globe, including for sustainability and climate.

Inclusive, innovative culture

Inclusion advocacy

We build inclusive behaviors and create cultural agility through inclusion events and activities as well as training and leadership development programs. 3M Learn offers modules on inclusive behaviors skills-building, including **REAL Allyship training**.

We also provide training content to our hiring managers and others on implicit bias and how to approach it. For example, 3M's Global Recruitment Standard establishes a common framework that reflects good practices free from bias and discrimination. This standard guides our recruitment process for all full-time equivalent positions, from defining the hiring need to onboarding. It provides consistency and transparency in the process for all locations, helping 3M hire top diverse candidates.

To learn more about 3M's racial inclusion advocacy, visit **3M's Diversity, Equity & Inclusion (DEI) Report**

Internships

3M offers a variety of U.S. internship opportunities at undergraduate and graduate levels in key roles including engineering, research and development, legal, sales, finance, technologies, and more. 3M takes an adaptive approach by offering in-person, hybrid, and virtual internship formats. In 2023, 3M offered more than 100 internships in the United States.

Employees completed almost
775K online learning experiences

Setting new employees up for success

We invest in onboarding new employees so they have access to the tools, resources, and networks they need to succeed. Our onboarding process begins when a candidate accepts a job offer and continues through their first year on the job. Our updated onboarding experience accelerates new employees' integration into our culture by helping align their personal purpose with 3M's purpose.

15% Culture

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

Leadership development

Leadership development is a competitive advantage for 3M, which we maintain by leveraging new technologies and delivery methods. We offer many development opportunities and programs throughout a leader's career, spanning every geographic area and 3M business. Programs include a range of self-paced online offerings that cover core skill development aligned to business priorities and 3M's culture. They also focus on the future by embedding inclusive leadership strategies, promoting development through corporate social responsibility, and offering mentoring opportunities.

Leadership development is a competitive advantage for 3M

Global executive and leadership coaching

We partner with external coaches to support 3M leaders around the world. Options include one-on-one time with a coach to help leaders navigate challenges, as well as 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.

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 regular nonproduction employees complete the entire performance review process. In 2023, all eligible employees were rated, and these employees and their supervisors received tasks to complete the year-end process in the performance system.

Learning from listening

For more than 50 years, 3M has conducted surveys to gather employee observations, attitudes, and opinions, including an annual engagement survey that seeks input from global employees. In 2023, the response rate for the engagement survey was 53%.

The employee engagement 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 around our learning and training resources drove the development of our centralized 3M Learn platform.

Group leaders must review their group's results, present them to their employees, and execute an action plan to address identified issues. The process includes supports that make it easier to bring about successful change, such as accountability checks and tools for acting on the results.

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 have and continue to use an innovative 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.

Employee footprint and staying power

Employee headcount as of December 31, 2023, was approximately 85,000. See **additional information** in our metric tables and the Employee demographics tab of **ESG metrics**, which also includes more detailed analysis. Visit our **Diversity, Equity & Inclusion (DEI) Report** for diversity-related demographics.

3M experienced a decrease in our global employee-initiated turnover rate in 2023. We continue to focus on steps to attract, retain, engage, and develop our employees, including providing support for well-being, flexibility, and growth, creating a culture of belonging, and assuring competitive pay and benefits.

3M follows all applicable local laws and regulations regarding notice periods in the event of business operations changes.

3M's Human Resources Department benefits from using one global system to track HR information. At every 3M site around the globe, we have instant access to this information through our global reporting tool.

Highly competitive pay, rewards, and services

The more an employee contributes to 3M's success, the more they contribute to their own success. We offer competitive base pay and, depending on the position, variable incentive pay linked to company and individual performance. Learn more in **the Compensation section** and at **Working at 3M**: Your pay.

Benefits to support our employees

3M 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 local laws and regulations.

Learn more at **Working at 3M**: Benefits.

Everyday Wins

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

In 2023, the equivalent of more than $30 million in points was awarded by and sent to employees. Points can be redeemed for merchandise or gift cards or donated to charitable organizations.

U.S. military leave

3M strives to be a premier employer for the military community, with paid leave benefits that reflect our commitment to veterans. 3M offers up to four weeks of paid military leave for military training each calendar year to support eligible 3M employees in the U.S. National Guard or Reserve units. Eligible employees on leave for annual encampment or training may be entitled to differential pay for the difference between their 3M pay and their military pay.

U.S. parental leave

3M supports employees in both succeeding at work and thriving as a family. All eligible U.S. employees who have newborn or newly adopted children are eligible for up to 20 weeks (10 weeks paid and 10 weeks unpaid) of parental leave. In 2023, 1,220 (rounded to three significant figures) U.S.-eligible employees participated, including 373 women and 844 men.

	Employees taking leave (Usage of parental leave)	Employees returning from leave[1] (Parental leave retention)
2023	**1,220** Female 31% / Male 69%	**1,280** Female 32% / Male 68%
2022	**1,240** Female 30% / Male 70%	**1,270** Female 31% / Male 69%

■ Female   ■ Male

1. Numbers for "Employees returning from leave" may include those who started leave in the previous year and returned in the indicated year.

Work Your Way and flexibility

COVID-19 showed us that a more flexible way of working is essential for 3M's continued growth and employee well-being. The result was Work Your Way, a trust-based work model that enables well-being and productivity in ways that drive our business and performance goals.

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

- **Founded in trust** – Employees are empowered to work in ways that support their role and preference
- **Built on virtual first** – Virtual collaboration through the use of technology is the standard
- **Meet with purpose** – Employees are encouraged to come together for moments that matter — virtually or in person
- **Based on impact** – Contribution to the organization and embodiment of our culture is valued above location

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

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

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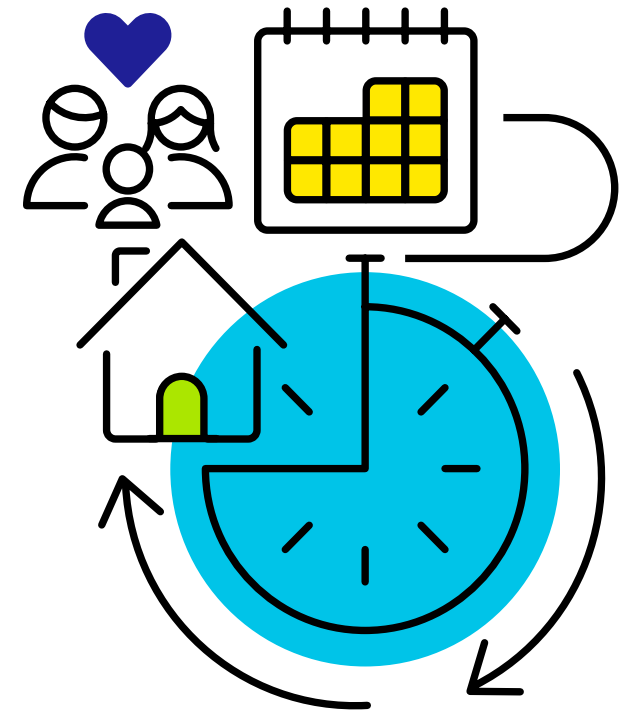
Environmental, health, and safety management

Our commitment

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

Our impact

We evaluate potential risks to people and the environment and take action to implement standards that help reduce these risks.
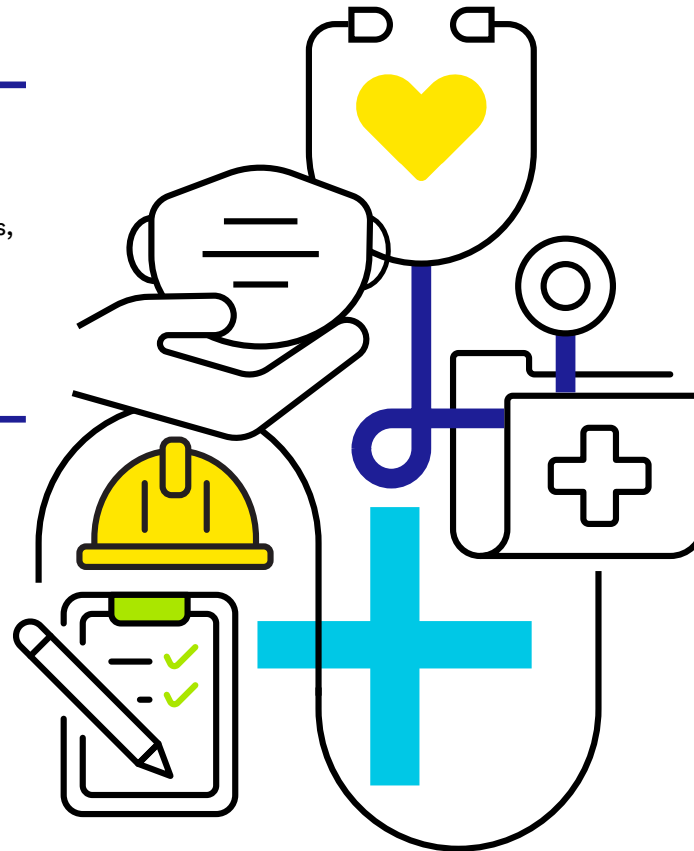
3M is at the forefront of the global effort to bring science and innovation to workplace safety. We continually develop and implement global EHS policies, management systems, and key performance metrics to drive improvement in each of our business groups.

Global EHS team

3M's global EHS team provides direct on-site support to our operations through alignment with our Enterprise Supply Chain 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 Environmental, Health, and 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. It also works with 3M's Government Affairs organization to advocate for EHS regulations and help inform the development of proposed regulations.

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

Staff professional development

As part of our commitment to maintain high-quality EHS professional development of our teams, the global EHS team hosts topic-specific meetings and workshops where we share our knowledge and learn from our EHS cohorts. To maintain our expertise and help us stay up-to-date on the most current science,

we provide scholarships for professional certification training courses, cover recertification dues, and more.

Engaging employees in EHS culture

EHS Culture Activation program – This program is a vehicle for engaging our employees as we understand and reduce risks, adhere to safety practices, drive continual improvement, and create a safe environment for raising concerns. A key metric is leadership engagement with site employees.

In 2023, we used this proven culture initiative in a global effort to drive two priorities:

- Clarify EHS accountability, leadership, and employee engagement expectations across all our operations

- Assure our site managers' role in EHS excellence is consistently understood through new online training modules

To this end, we held five regionally focused instructor-led culture activation sessions and three virtual sessions to give direction to site leadership teams on floor walks, work permits, and development of EHS plans.

Global site leader EHS conference – In 2023 we held a first-of-its-kind global EHS conference for site leaders. Site managers and EHS leaders attended together to learn how to "Drive Responsible Operations and Create Meaningful Change." Participants gained clarity on how to contribute to responsible operations at 3M through clear signals and uncompromising standards, authentic engagement, and relevant resources and tools. Instead of using the standard model of one global conference, we localized the conference across eight separate weeklong cohorts all over the world. By the end of the year, leaders from manufacturing sites, distribution centers, and R&D operations had attended, as well as their senior operational and EHS leadership — nearly 400 leaders in all.

EHS awards – Our quarterly CEO Environment, Health, and Safety Award recognizes sites that display excellence in employee safety, compliance, spill prevention, employee well-being, and advancing EHS culture. Other EHS awards include the 3M EHS Achievement Award for innovation and leadership, the 3M Noise Control Award, the 3M Applied Ergonomics Innovation Award, and the 3M Pollution Prevention Pays (3P) program.

EHS capital investments

We continue to leverage new system features that integrate EHS risk into our capital expenditure process:

- Engineers can flag EHS-related risks in capital requests within our capital expenditure process (Global Engineering Tools)
- Users of our risk assessment and incident management system (EHS 360) can flag capital needs
- Users of our Compliance and Auditing Management and Metric Systems (CAMMS) can flag capital needs

By leveraging key functions across these three systems, we're able to prioritize risk when approving capital through the governance 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 policies, standards, and principles

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

- **Environmental Policy**, created in 1975, established the framework for environmental management and conservation of resources, emphasizing prevention of pollution at the source.
- **Chemicals Management Policy** reflects our role in supporting our global community through effective and responsible chemicals management.
- **Safety and Health Policy** applies to 3M operations everywhere, including new acquisitions.
- **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 change so as not to adversely impact EHS factors.
- **Medical Record Standard** defines the rules that must be followed to protect workers' medical information. The standard covers access, collection, storage, security, transfer of records, record retention, and record destruction. This standard helps ensure that 3M medical information is handled in a manner consistent with the **3M Data Privacy Principle** and all applicable legal requirements.
- **EHS&PS Acquisitions, Mergers and Divestitures Standard** helps ensure that potential EHS&PS issues 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 implementing our programs and helps us be proactive rather than reactive in our environmental focus. We have extensive 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.

Environmental site assessments and enhancements

Outside of 3M's global management framework, we've completed over 240 environmental site assessments in an effort to detect potential historical liabilities. These assessments help us identify sensitive biodiverse areas, such as rivers, creeks, and wetlands, on or near 3M properties. The environmental site assessments include a site visit and a search of public databases.

Our employees also participate in efforts to support biodiversity in nearby environments. Whether providing homes for bees and bats or clearing out non-native plants, this work to help protect local wildlife and ecology reflects our larger organizational commitment to improving our environmental stewardship.

Learn **more about biodiversity impacts** in the Suppliers section.
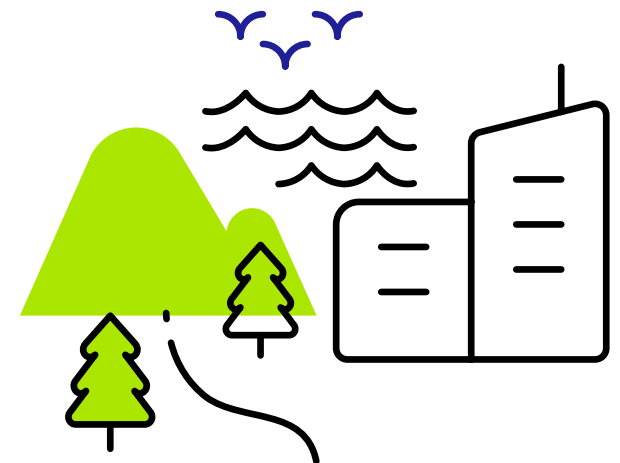
Applying ISO 14001

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

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

3M's 2025 PFAS manufacturing and product portfolio exit

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

3M announced it will exit PFAS manufacturing and will work to discontinue the use of PFAS across its product portfolio by the end of 2025. We have already reduced our use of PFAS over the past three years through ongoing research and development, and we will continue to innovate new solutions for customers.

Employee health and medical services

Culture of health

We encourage employees to take advantage of our health and well-being programs, resources, and services. Our programs and services vary globally based on availability and need. Examples include free vaccinations, healthy cafeteria options, on-site fitness centers and medical care, telehealth, adoption and foster care support, and the flexible Work Your Way program. Learn more about **Work Your Way** in the Employee programs section.

Preventive approach

Along with the 3M Healthy Living Program, we offer preventive programs including hypertension management, cardiovascular risk reduction, stress management, physical fitness, smoking cessation, nutrition consultation, and cancer prevention. Clinical services for illnesses and injuries are offered at 3M sites worldwide.

CPR & AED training

3M supports volunteer first responder teams by providing CPR/AED (automated external defibrillator) training to employees. Our corporate headquarters and many of our global distribution centers, R&D labs, and manufacturing sites are staffed with AED-trained personnel and supplied with AEDs.

International travel health

We help prepare 3M employees for international business travel through comprehensive travel health consultations that include a personal health history review, immunizations, appropriate travel medications, and travel health education. We assist all employees who may require medical treatment while traveling outside their home country.

Workplace safety

To help protect our most valuable asset — our people — we offer a variety of safety programs and tools at 3M sites around the world. We also offer programs and services for employees working remotely.

Ergonomics

3M's Ergonomics Risk Reduction Process is a comprehensive global program that identifies and assesses ergonomic risk in industrial and office workspaces.

In 2019, we required all manufacturing sites to complete an ergonomic footprint assessment and establish yearly reduction targets. In 2023, we eliminated over 920 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 a module within EHS 360 called RadPro to help us maintain a global inventory of radiation devices and progress toward a truly global standard.

Process safety

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

We use a variety of assessment and management tools:

- Process hazard analyses assess the efficacy of existing safeguards.
- Layers of Protection Analysis focuses attention on independent protection layers during evaluation of safety-critical devices and systems.
- Mechanical integrity programs help our manufacturing sites manage critical process equipment and ensure they're operated and maintained as effectively and safely as possible.
- Facility siting assessments 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 dust. In 2023, we began deploying new software to help our global facilities conduct uniform risk assessments for process hazards and dust hazards.

Chemical and noise exposure

Our exposure assessment and management programs follow the comprehensive approach outlined by the American Industrial Hygiene Association. In alignment with our commitment to follow the science around exposure risk, we adhere to the American Conference of Governmental Industrial Hygienists' chemical and noise exposure limits unless more stringent local requirements apply.

In 2023,

91%

of our processes involving potential workplace exposure to chemicals or noise were fully assessed

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. These assessments help us understand if we need to make any changes to our exposure management programs.

Medical surveillance

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

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 today's 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.

With the potential to affect every employee — their health and well-being as well as their productivity — these hazards can contribute to high absentee rates, increased injury rates, disability rates, and unplanned early retirement. Our corporate occupational medicine team, in partnership with other key 3M stakeholders, leads an ongoing process to identify and mitigate these hazards.

EHS site self-assessments and audits

3M's EHS Management Standard defines EHS requirements that apply to all 3M sites and is designed to bring more consistency to EHS self-assessments and EHS audit protocols. Data from the assessments is validated through audits, site visits by subject matter experts, and other data systems.

Self-assessments

As part of our EHS Management Standard, we expect our operations, including new acquisitions, to complete a self-assessment at least once a year. This self-assessment has multiple categories that address various areas and standards related to the environment, health, and safety, as well as their respective training requirements.

Audits

As a global manufacturer, 3M aims to have a world-class EHS and product stewardship audit program. We verify regulatory compliance and alignment with the EHS Management Standard, conducting EHS-related audits on a standard schedule based on site-specific EHS complexities. Our multifaceted strategy for implementing our EHS Management Standard and global auditing of EHS compliance for our operations is key to understanding and proactively resolving any potential gaps.

Key objectives of audits include:

- Preemptively discover and correct potential noncompliance with 3M and government EHS requirements
- Identify and manage EHS risks
- Promote an EHS culture of self-discovery and continual improvement
- Share exemplary practices among all 3M sites and operations
- Proactively roll out solutions to all applicable sites, not just the site with an identified issue

3M uses a variety of tools and resources for compliance auditing, including:

- Internally developed compliance protocols created by subject matter experts in regulatory programs and 3M processes
- Internal EHS compliance experts from around the company who conduct regular formal evaluations to review EHS requirements and identify opportunities for process improvements
- External EHS consultants, as needed, to provide additional expertise and third-party verification
- One comprehensive holistic system of record for audit processes, enabling complete and robust documentation of audits
- Findings with assignments of responsibility, due dates for closure, tracking to completion, and verification
- Data visualization software to communicate audit progress enterprisewide

All EHS auditors are required to take a certification test covering the most important aspects of the 3M EHS Auditor Standard and Guideline. 3M EHS professionals are assigned to an audit team or lead auditor to provide support on the auditing process and/or a specific subject during the audit.

3M's Corporate Audit Department periodically audits our EHS auditing program. These audits fully address all in-scope sites and the verification of EHS audit findings, and they help us improve the audit program.

On a regular basis, the EHS&PS executive committee reviews audit findings and the 3M Science, Technology & Sustainability Committee of the Board of Directors is updated on the overall status of the audit program. This helps ensure teams have the necessary resources to close out high-risk priority findings.

Compliance analysis, documentation, and verification

In an effort to create more consistency in management of EHS requirements at 3M sites, we use an electronic system — Compliance and Auditing Management and Metric Systems (CAMMS) — for 3M's EHS Management Standard self-assessments and audits.

CAMMS allows 3M to conduct and track self-assessments and audits in the context of applicable regulatory requirements and company policies and standards. In addition, CAMMS uses a risk assessment tool to prioritize resources for implementing corrective actions.

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 continual improvements relating to the awareness of responsibilities, understanding of the holistic system, and more consistent reporting requirements for 3M's global operations.

To ensure consistent reporting and metrics globally, 3M, like many multinational companies, 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 **incident rate data** in our metric tables and the Employee health & safety tab of **ESG metrics**, which also includes more detailed analysis.

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 and footprint reductions worldwide.

Significant Injuries and Events (SIEs)

Over the last five years, we've conducted over 96,000 internal risk assessments, resulting in the identification and reduction of risk associated with more than 24,500 activities — including nearly 7,560 associated with higher-risk activities that have greater potential to result in an SIE.

SIE is broadly defined by impairment, disability, and other considerations. It also includes significant non-injury events such as fires, spills, agency fines, common illnesses, and communicable disease outbreaks. We track SIEs not only for 3M employees but also contractors and contingent workers.

Every week, any SIEs and potential SIEs identified in our global operations are reviewed by executive 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 EHS performance metrics around the world. We continue to clarify expectations for identifying potential SIEs, investigating incidents, and reducing risk.

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.

For example, contractors must complete a prequalification process before they perform work on 3M premises. This process includes reviewing the contractor's employee injury/illness rates, experience modification rates, employee training records, and safety committee activities. Contractor performance evaluations include EHS reviews. Preconstruction safety reviews address potential hazards and controls related to the work.

Each 3M site has a contractor coordinator who is the main 3M contact for working with contractors on EHS issues. We ask contractors to submit notice of worker hours and any EHS incidents experienced while working under a 3M contract. Any contractor incidents are reported in the 3M EHS 360 incident management system.

Business resilience

Each manufacturing site, distribution center, and administrative site has a business resilience plan that covers EHS, security, IT continuity, business continuity, and medical response. While we hope to never use them, it's critically important to have current plans in place.

Workplace and employee security

3M Global Security has invested in security intelligence monitoring systems, resources, and other tools, including geolocations, to help gather risk intelligence and provide threat mitigation to protect 3M's people, property, assets, and operations. As threats are identified, risk mitigation and investigation managers provide security expertise and guidance to businesses and sites.

3M's Global Security Operations Center (GSOC) monitors risks and intelligence sources worldwide. It has indicators for early detection of escalations such as riots, protests, weather events, crime, etc., and supports local operations in severe situations. The GSOC also facilitates travel safety and security and coordinates emergency care and support for workers.

3M sites are accessible with badge access and protected by other physical security mechanisms. Uniformed security personnel assist workers and visitors in both emergency and nonemergency situations, such as incidents, loss or theft, and suspicious items or behaviors.

Site-level risk assessment

We look carefully at each 3M site and new acquisition and perform a risk assessment that includes potential impact to the environment, the community, and 3M employees. Each site is ultimately ranked based on the risk it poses to the company, and we take necessary steps to minimize potential risks. We especially focus on bringing acquisitions into alignment with our protocols, standards, and training.

Incident and crisis management

Local incident management teams use their business resilience plan to help prevent and prepare for, respond to, and recover from incidents, emergencies, and serious, severe, or crisis situations. We prepare all plans in accordance with standard practices, management approval, and regular audits or assessments, and we evaluate their effectiveness with periodic scenario exercises.

3M's GSOC can access local business resilience plans, which helps guide notification and communication processes. When a significant EHS event or security threat arises, a message informs workers and provides a response mechanism. 3M's Corporate Crisis Action Team provides global leadership, coordination, and direction in crisis situations.

Business continuity

In 2023, we advanced the development of an enterprisewide business continuity program for 3M. Along with our incident and crisis management protocols, the business continuity program has been critical in guiding us through the Russia-Ukraine war and natural and other disasters affecting our supply chain.

Circular materials

Our commitment

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

Our impact

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

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

Reusable, renewable, and recycled materials

Plastic stewardship

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

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

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

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

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

Reusable, renewable, and recycled materials in our products

We strive to design products with recycled or renewable materials, using only one material when possible, to facilitate recycling. For example:

- Our **Post-it® 100% Recycled Paper Super Sticky Notes** are made with 100% recycled paper in a zero-waste-to-landfill site, and the product and packaging are both recyclable.

- Our **Scotch™ Cushion Lock™ Protective Wrap** is an alternative to plastic bubble wrap that's both recyclable and made from 100% recycled paper.

- **Scotch-Brite® Greener Clean™** products are made with recycled content and plant-based materials while maintaining superior scrub performance. All products come in recyclable packaging.

Since 2021 we've reduced our use of virgin fossil-based plastic by

69.8M lbs.

Keeping materials in play

To help keep materials in play, we design products for durability, offer repair options when possible, and create products that can refurbish structural surfaces, delaying the need for replacement.

- With more than 400,000 electronic devices in the field, 3M's Health Care Service Group (HCSG) aims to keep them working instead of in landfills. The HCSG provides service and support for more than 50 different 3M health care products, with repair locations in 19 countries.

- **3M™ DI-NOC™ Architectural Finishes** can contribute to LEED credits by maintaining existing walls, doors, frames, and built-ins with its innovative architectural finishes that keep them in use longer.

Reusable, renewable, and recycled materials in our communities

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

- In 2023, we renewed our membership with the **Ellen MacArthur Foundation** to accelerate the movement toward using recycled and renewable raw materials in our product and package designs.

- From 2022 to 2023, 3M partnered with **Closed Loop Partners' Center for the Circular Economy** and relevant stakeholders to conduct a 20-month study of food grade polypropylene. The study qualified and quantified the polypropylene resin stream flowing through a material recovery facility to help in evaluating the feasibility of new end markets.

- We continue to engage with **The Recycling Partnership** as a corporate partner and founding member of the Recycling Inclusion Fund. In 2023, our $150,000 contribution enabled it to develop and start implementing training for recycling program leaders across the U.S. The training focuses on equitable outreach, inclusion, and working with multicultural audiences.

- 3M, in partnership with GlobalGiving, collaborates with **Plastic Bank** to support ethical collection of plastic waste in Brazil. 2023 saw the completion of a two-year collaboration that helped stop 801,680 pounds of plastic — the equivalent of over 18 million 500 ml plastic bottles — from entering the ocean. Participating community members exchange the plastic for income and benefits like health insurance, grocery vouchers, and school supplies, while the collected material gets reused in products and packaging.

- 3M was one of the first of over 200 global businesses, financial institutions, and nongovernmental organizations that have endorsed the **Business Coalition for a Global Plastics Treaty,** a common vision that will guide policy engagements with governments in an effort to end plastic pollution and accelerate progress toward a circular economy.

- 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.

Packaging

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

- **Product protection** – Design every package to optimally protect the product from point of manufacture to point of use.

- **Efficient packaging** – Minimize the amount of material used. Optimize cube utilization at all pack levels. Eliminate all unnecessary packaging.

- **Circular packaging** – Design packaging to be reusable, recyclable, and/or made with renewable resources. Maximize recycled content.

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

In 2023, our package engineers continued to use the toolkit and guide to help them make key design decisions that reduce or eliminate packaging where possible and improve our packaging circularity. These efforts resulted in a weight reduction of 198 metric tons of packaging material and the elimination of 104 metric tons of virgin fossil-based plastic.

Packaging reduction

- In the totes we use to ship 3M electrical tape throughout Latin America, we replaced plywood with a lighter, easily recycled corrugated material. This removed 85.1 metric tons of wood from use and reduced overall shipping weight by 57 metric tons.

- Going a step further in our Asia-Pacific region, we removed the plywood top entirely from the crates used to ship 3M optical products. This eliminated 25.3 metric tons of wood and lowered total shipping weight.

- Also in our Asia-Pacific region, we removed the plastic pail entirely from our road-marking product line, replacing it with a corrugated box. This eliminated 27.4 metric tons of plastic. In addition, we doubled the amount of product in a shipping box, reducing the amount of corrugated material needed by 22.6 metric tons.

Packaging recyclability

- A redesign of our Command™ Picture Hanging Strips in our North American market replaced the plastic blister packs with paperboard cartons made from 100% recycled fibers with 35%–60% post-consumer recycled content. This eliminated over 43.5 metric tons of plastic while improving packaging recyclability.

- Similarly, in our European market we replaced the plastic blisters in our Scotch™ Gel Glue packaging with paperboard packages made with a minimum 40%–60% post-consumer recycled content, removing over 12.6 metric tons of plastic. We also replaced the plastic blisters in our Scotch™ Felt Protector Pads with a unique cross-shaped paperboard sleeve, eliminating 1 metric ton of plastic. Both packages are now more recyclable.

- In a continuation of our work to improve the circularity of our Meguiar's product packaging — which has special requirements to ensure safe containment — in 2023 we converted 58.6 metric tons of plastic bottles from nonrecyclable PVC to lighter PET or HDPE made with 25%–30% post-consumer recycled content. This increased bottle recyclability while removing 22.9 metric tons of virgin plastic from use.

Recycled content in packaging

- In addition to using recycled content in our new Meguiar's bottles, we converted plastic bags holding 3M electronics parts from virgin LDPE to 50% post-consumer recycled LDPE in our Asia-Pacific region. This reduced our use of virgin plastic by 11.1 metric tons.

Packaging collaborations

Sustainable Packaging Coalition® – 3M is an active member of this collaborative led by an independent nonprofit that believes in the power of industry to make packaging more sustainable.

How2Recycle® labels – This program was designed by GreenBlue's Sustainable Packaging Coalition to provide consumers with clear on-package recycling instructions. Since we became a member in 2018, we've expanded the use of How2Recycle® labels within the 3M Consumer Business Group to over 4,000 packages.

Sharing knowledge – Our packaging team is committed to sharing its knowledge with the external community through industry panels, academic lectures, and other activities. For example, in 2023 we brought our 3M Canada president, along with members of our sustainability team, to the City of London, Ontario, to tour its material recovery facility and see firsthand how curbside blue-box materials are sorted and processed. The team discussed challenges and opportunities with municipal senior staff and the city's contractor, including how to improve the recyclability of our packaging and products and reduce contamination.

In 2023, our packaging reduction efforts resulted in a decrease of

198

metric tons of material
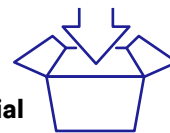
Waste management

While reducing waste is the first choice for waste management, reusing, recycling, and composting can also fuel the circular economy by getting more out of our materials and giving them another life. As our sites identify opportunities to divert material streams, such as by reusing byproducts in our operations, we continue to carefully manage waste.[1] Our contracts with our waste management vendors confirm that our material is handled appropriately.

Our 3M Waste Management Standard applies to all 3M sites and provides a framework for managing all waste types from the time of generation until reused, recycled, treated, or disposed. The standard sets a baseline for several core waste program elements and encourages waste minimization and recycling whenever possible.

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

Reducing waste in our operations

Within each geographic area, we regularly review results against goals and tracking metrics. Specialized teams work on a variety of programs. These may range 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 progress toward waste reduction goals for our sites with total output greater than 4.54 metric tons per year (10,000 pounds), representing 97% of transfer value of shipments (TVOS), or the total value of all shipped unfinished and finished goods. 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.

Those efforts have yielded significant results. Since 2005 we've decreased our waste, indexed to net sales, by 32%. See more data in our **metric tables**.

One 3M site contributing to this progress is our factory in Cordova, Illinois. From mid-2022 to mid-2023, the site successfully implemented three different manufacturing technology improvements. These efforts enabled a 30% yield improvement while eliminating 90% of waste generated — waste that would otherwise have required hazardous waste disposal.

We've also reduced waste by repurposing a byproduct of our roofing granules. The product we created, 3M™ Natural Pozzolans, can be used as a partial cement replacement to help lower the CO_2 emissions of concrete. For every ton of natural pozzolans used, CO_2 emissions can be reduced by an estimated 0.75 tons. Natural pozzolans also count toward LEED credits for the use of recycled materials.

Zero landfill sites

In addition to pursuing our waste reduction goal, we plan to increase the repurposing, reusing, and recycling of byproducts to divert them from landfill disposal.

At 3M, we consider a manufacturing site to be zero landfill when no byproduct has been sent directly to a landfill in a full calendar year. Waste, as defined here, does not include ash generated from 3M material sent to a waste-to-energy or incineration site controlled by a third party. The intention of our zero landfill goal is to drive our sites to increase product and process optimization, on-site and offsite recycling, and composting.

Each site reports its waste data in a corporate database each quarter. The data from select sites and at the corporate level is validated by a third party. Sites seeking zero landfill status must complete an internal assessment to ensure accurate reporting.
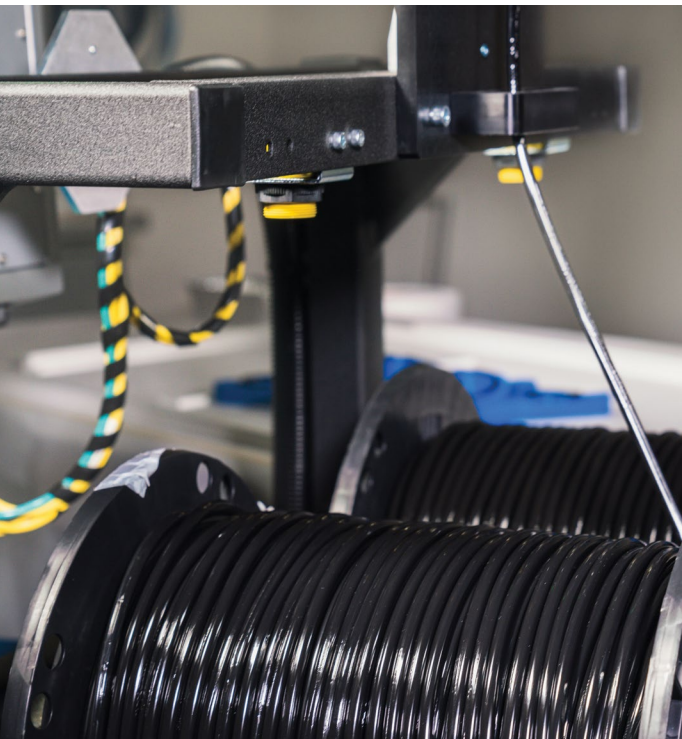
45.9%

of 3M sites have attained zero landfill status

By the end of 2023, 45.9% of 3M sites had attained zero landfill status. As we monitor progress toward this goal, sites listed may fluctuate due to site closures, acquisitions, consolidations, or sites missing zero landfill requirements. In 2023, two new sites, Gagnef and Red Wing, achieved zero landfill status.

3M Pollution Prevention Pays (3P)

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

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.

For example, we collaborated with Nordson, an adhesives partner, to create a manufacturing bonding solution that combines the benefits of our VHB™ Tapes with the versatility of a liquid adhesive — all while reducing waste and material use. The new 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. In addition, the 3M™ On Demand Bonding System — designed to work with the Nordson® ProBond™ System — eliminates liners and container waste.

Water stewardship

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

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

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. The reported data accounts for 97% of TVOS. Advances in our data analytics capabilities are expanding visibility, accuracy, and opportunity for innovation in our monitoring and measurement efforts. Between 2005 and 2023, we decreased our total water usage by 54.1%, indexed to corporatewide net sales.

To achieve our 2025 goal of engaging 100% of water-stressed communities where we manufacture, we'll 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 goal, 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 and to provide leadership and advocacy in the field of water resilience.

3M's 2023 global manufacturing locations were evaluated using the Aqueduct™ Water Risk Atlas stress-level screening tool, Aqueduct 3.0. Over 150 3M locations were analyzed, with 16 identified as extremely high water-stressed areas. Manufacturing locations include those with annual water use equal to or greater than 1,000 cubic meters. The 16 locations account for 1.38% of 3M's total water usage.

See **water data** in our metric tables and the Environmental tab of **ESG metrics**, which also includes more detailed analysis.

> "
> **3M is proactively applying our science and innovation to improve the water supply used in our operations and the communities we serve.**
>
> — Mike Roman, Chief Executive Officer
> "

Enhancing water quality in our communities

- Global water stewardship sets 3M apart.
- Water Resilience Coalition engagement accelerates solutions through collaboration.
- Global work drives community impact.

3M is focusing on the future as we bring forward goals and plans that aim to positively impact water quality in the communities where we live and work. At select sites, we're incorporating water treatment technologies that remove priority constituents[1] to help enhance the quality of water returned to the environment. Our science-based approach has helped both accelerate our pace toward our water quality goals and made progress more broadly on water stewardship. For example:

- We are on schedule installing state-of-the-science water treatment technologies at some of our largest water-using locations, and we anticipate completing that work by the end of 2024.
- We achieved a global reduction of more than 85% in PFAS discharges at the end of 2023 compared with our 2019 baseline.

- As a result of our PFAS exit commitment, we expect PFAS manufacturing-related discharges to cease.[2]
- We're investing in technologies and processes that separate, absorb, and destroy PFAS, thereby removing it from the environment. We're piloting on-site destruction technologies that go beyond other disposal methods by enabling us to destroy PFAS without transporting materials to other locations.

Engaging in our communities

Engaging globally serves communities locally, and 3M is focused on leading in both spaces. Through our role as a leadership committee member of the Water Resilience Coalition, we are committed to accelerating solutions to global water challenges and working with others to do so. We're sharing knowledge, listening to leaders, and finding opportunities to collaborate on solutions. From that work, 3M continues engaging in local communities like Decatur, Alabama, and Little Rock, Arkansas, to connect with area stakeholders on issues and solutions related to environmental justice.

1. Constituents include select metals, biochemical oxygen demand (BOD), chemical oxygen demand (COD), cyanide compounds, fluoride, total nitrogen, oil and grease, fluorochemicals (PFAS), total dissolved solids (TDS), total suspended solids (TSS), sulfate, and other materials.

2. We remain committed to site remediation, advancing water treatment technologies at sites where we have historically manufactured PFAS, and are doing so in partnership with leading scientists, community advisers, and the appropriate authorities.

Climate

Our commitment

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

Our impact

We take industry-leading actions to measure and reduce our greenhouse gas (GHG) emissions, and we offer our customers a wide range of innovative products that help them improve energy efficiency and reduce their own GHG emissions. We work collaboratively with governments and global partners to advance our impact in meeting this important global challenge.
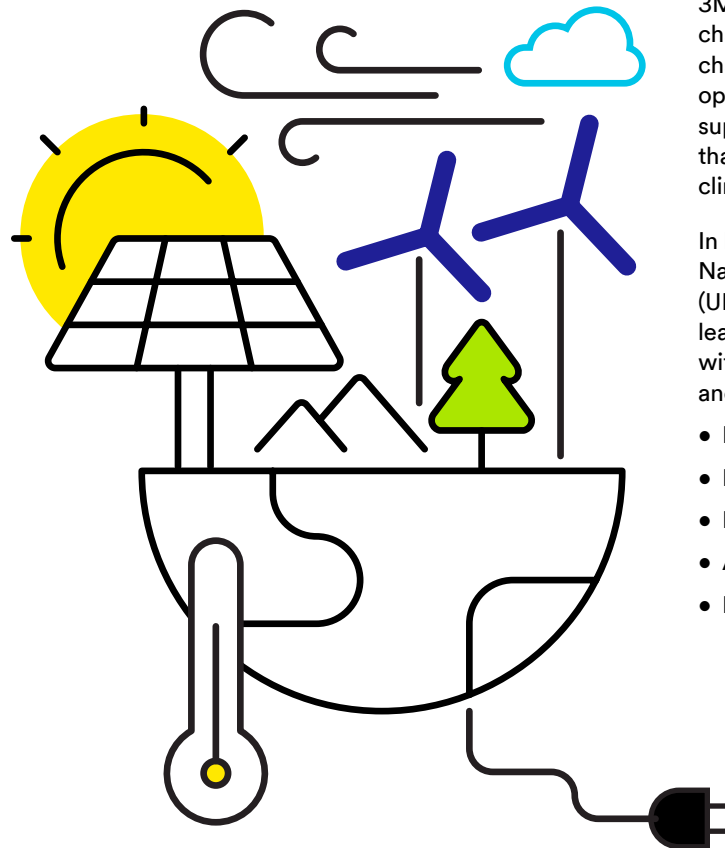
3M has long been a leader in addressing both challenges and opportunities presented by climate change and energy conservation. Both for our own operations and those of our customers, we continually support the development of technologies and products that help reduce emissions and combat the effects of climate change.

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

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

Following global standards

We set our GHG emission reduction targets using the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) GHG Protocol Corporate Accounting and Reporting Standard, basing our target on the findings of the Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5 °C.[1] This report finds that limiting global warming to 1.5 °C (2.7 °F) above preindustrial temperatures would require "deep emissions reductions" and "rapid, far-reaching and unprecedented changes in all aspects of society." Achieving this goal also would "reduce challenging impacts on ecosystems, human health, and well-being."

Since the release of the 2018 IPCC report, we've continued to follow and adopt the latest science, including additional modeling data on global warming potential and changing atmospheric CO_2 levels. As new information is published and shared, we continue to refine our understanding of a variety of climate issues and reposition our climate strategy.

Approach to disclosures and policy

3M supports the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations for helping businesses disclose climate-related financial information. We recognize the need for corporations to increase their focus and transparency around financial risks related to climate change. In addition, we continue to advance the speed and accuracy of our reporting for topics like GHG emissions to help gather timely feedback and inform our decision-making. Our climate risk process includes disclosures recommended by TCFD.

1. Special Report on Global Warming of 1.5 °C (Report). Incheon, South Korea: Intergovernmental Panel on Climate Change (IPCC). 7 October 2018.

3M endorses voluntary approaches to GHG emissions management. Any mandatory GHG emission reductions should be developed through international negotiations and follow these policy principles:

- Apply broadly to countries or groups of countries and GHG emission sources
- Be guided by science-based decision-making
- Utilize a consistent market-based approach
- Encourage investment and protect intellectual property to facilitate technology breakthroughs
- Include provisions for carbon emissions trading and/ or alternative investment and compliance programs
- Provide full credit for early reductions in GHG emissions
- Balance multiple country-level priorities, including energy reliability and independence, national security, and economic growth and employment
- Include provisions that promote the efficient allocation of emission reductions and ensure all sectors contribute to reduction targets, with the effect of allowing fair competition and avoiding market distortions within industrial sectors or across national boundaries

Collaborating on climate

Climate change is a global challenge, and we must collaborate with partners around the world to make meaningful progress.

- We participate in the Better Climate, Better Plants, and Low Carbon Pilot programs as a **partner of the DOE's Better Buildings Initiative,** which drives leadership in energy innovation.
- We're a member of **RE100,** a global renewable energy leadership initiative led by The Climate Group in partnership with CDP (formerly the Carbon Disclosure Project). RE100 brings together influential businesses committed to sourcing 100% renewable electricity for their worldwide operations by 2050.

- 3M is one of more than 20 global companies investing in the **TPG Rise Climate Fund,** a multibillion-dollar climate impact investing fund that deploys mission-driven capital at scale. TPG Rise Climate Fund focuses on clean energy, enabling solutions, decarbonized transport, greening industrials, and agricultural and natural solutions. It gives us expanded access to opportunities to invest in climate technology companies and support our environmental goals for carbon neutrality and water use and quality.
- 2023 was 3M's fourth year of **our five-year partnership with Clean Air Asia,** an international nongovernmental organization focused on air quality solutions for New Delhi, India, and Manila, Philippines.
- 3M is in the middle of a three-year partnership with **UNFCCC** to advance the Paris Agreement and UN SDGs. This collaboration helps us highlight technology and solutions that inspire forward movement on climate commitments. As part of our collaboration, our senior vice president and chief sustainability officer, as well as other sustainability team members, sat on several panels, co-hosted roundtables, and otherwise engaged at COP28.
- We continue to participate in the **Global Alliance for Sustainable Energy,** which we founded along with our customer Enel Green Power and 15 other organizations.

Mitigating climate risk

Severe weather and long-term climate trends could affect 3M's operations and supply chain. See the **TCFD recommendations table** at the end of this section for a detailed breakdown of our climate risk process.

Reducing GHG emissions

As a science-based company, 3M makes the greatest impact by leveraging science, technology, and collaboration to deliver reduced emissions for our operations and our customers. We've assessed our current footprint, facility pathways, product portfolio, and key levers and technological advances. With this extensive work, we've identified the "math with a path" for key sustainability goals and are actively managing them to achieve their respective milestones. Only limited gaps remain. To close them, we're focusing on emerging technologies and collaborative solutions, as well as product and portfolio improvements, rather than carbon credits.

Currently 3M reduces GHG emissions through methods such as:

- Improving efficiency across our facilities, including our manufacturing equipment and processes
- Upgrading technologies
- Reducing energy demand
- Increasing 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. In 2023, we published an internal 3M Carbon Credit Standard to provide rigor and clarity on when, why, and how business teams may use carbon credits.

Last year we also tested the efficacy, speed, and accuracy of an automated product carbon footprint tool. The tool uses data science to analyze emissions from cradle to gate, enabling us to understand the carbon footprint for each of our 55,000-plus products,

identify future opportunities, issue Environmental Product Declarations for much more of our eligible portfolio, and support customers in measuring their scope 3 emissions.

Direct (scope 1) and indirect (scope 2) GHG emissions

3M has reduced scope 1 GHG emissions by 86.0% since 2002, providing a direct and immediate reduction of our carbon emissions. During this same time frame, we achieved an 80.1% reduction in absolute scope 1 and 2 location-based GHG emissions.

In 2015, we set a goal to have our scope 1 and scope 2 GHG emissions be at least 50% below our 2002 baseline by 2025. In 2021 we updated this goal to achieve 100% carbon neutrality in our operations by 2050, with interim targets of 50% reduction by 2030 and 80% reduction by 2040 from a 2019 baseline. Our goal is in alignment with the IPCC 1.5 °C pathways (see IPCC SR15 Figure SPM.3B). In pursuit of this goal, we've reduced scope 1 GHG emissions by 42.0% and achieved a 43.2% reduction in absolute scope 1 and 2 market-based GHG emissions since 2019. See more data in our **metric tables**.

Scope 1 and 2 total (metric tons CO_2e)

3M scope 1 and 2 emissions vs. IPCC 1.5°C pathway since 2019

2002: Calculating GHG inventories using IPCC TAR
2004: 3M joins EPA Climate Leaders with reduction target (30% from 2002 by 2007)
2007: 3M achieves GHG goal under EPA Climate Leaders program (53% reduction)
2010: Work with EPA on methods to calculate GHG emissions for EPA–MRR 40 CFR 98

Set goal to ensure GHG emissions are at least 50% below our 2002 baseline while growing our business by 2025

3M joins RE100, co-author IPCC National GHG Inventory Guidelines, global headquarters becomes powered by wind

Accelerate existing goal: Reduce scope 1 and 2 market-based GHG emissions by at least 50% by 2030, 80% by 2040, and achieve carbon neutrality in our operations by 2050
3M joins DOE Low Carbon Pilot, Global Energy Alliance

- Scope 1 and scope 2 (location-based)
- Scope 1 and scope 2 (market-based)
- 3M GHG reduction goal
- IPCC 1.5C pathway

Reducing scope 2 emissions

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.

Since 2015, we've increased our energy efficiency, indexed to net sales, by 16.4%. See **energy data** in our metric tables and the Environmental tab of **ESG metrics**, which also includes more detailed analysis.

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

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.

Sourcing in our communities – We recognize our responsibility to be mindful of potential negative impacts on our communities as we work to improve our climate impact, including as we source renewable energy for our sites. We've learned and adapted to using a variety of methods to meet the unique needs of each situation, such as directly sourcing renewable energy through contractual agreements rather than installing new infrastructure to generate it. Where possible, this approach allows us to stay on the grid and collaborate with local utilities, relying on their expertise to help keep energy rates stable for other community members. In some areas of the world, specifically parts of Asia, that lack the infrastructure for renewable energy sourcing, we'll continue to pursue other ways to reach our goals. Learn **more about our environmental justice efforts** in the Communities section.

External energy recognition – In 2023, 3M was recognized by the Association of Energy Engineers for:

- Young Energy Professional of the Year to Tanmay Soni, senior energy manager, Canada
- Energy Project of the Year to Lithium-Ion Batteries for Powered Industrial Vehicles, Canada

Scope 3 GHG emissions

3M has been developing our scope 3 GHG emission inventory since the WRI and the WBCSD published the GHG Protocol Corporate Value Chain (Scope 3)

Accounting and Reporting Standard in September 2011. Even before its release, 3M participated in the pilot of the standard, which includes requirements for calculating GHG emissions for 15 separate categories of emission sources, both upstream and downstream of our operations.

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

What are scopes?

Scope 1 – Direct emissions produced by an organization's activity. For example, making a widget.
Scope 2 – Indirect emissions from an organization's activity. For example, purchasing energy to light the widget factory.
Scope 3 – Indirect emissions from related activity up and down the value chain. For example, the emissions produced by a customer when using the widget.
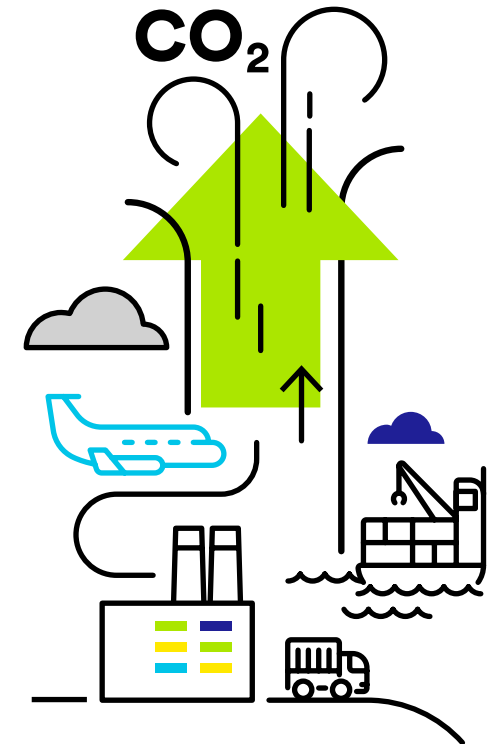
In the belief that every problem has a solution, in 2019 we developed **methodologies to calculate our emissions** for scope 3 categories 9–12.

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

Category 4 success: air to ocean – In 2023, our ongoing efforts yielded a significant emission reduction — more than 20% — in category 4, upstream transportation and distribution. By switching a portion of our shipping from air to ocean — something we had thought nearly impossible — we're making notable progress in reducing our scope 3 emissions.

It started with dry ice. For our test shipment we tracked the energy needed for temperature control — and while it was slightly higher than for air shipping, the increase was dwarfed by the higher energy consumption of airfreight itself. After this positive outcome, we took a closer look at how we ship all our products.

Understanding that change was possible, we educated staff about the carbon impact of airfreight, often the go-to since it's easier and faster. We then established criteria for default shipping modes that resulted in converting 30% — so far — of our standard shipping from air to ocean. We also instituted an approval process for one-time mode changes. Data on rejected requests shows it's working as intended, allowing switches based only on real need.

> " Reducing our scope 3 category 4 emissions by more than 20% is a big step toward reinventing 3M's impact as we help solve one of the most pressing global challenges of our time. "
>
> — John Bauer, Senior Vice President, Global Logistics & Distribution

Also in transportation, in 2023 we began the process of implementing a performance scorecard for our largest global transportation vendors. This will be a critical tool in assessing our total global transportation emissions and identifying opportunities for reduction. In the first quarter of 2024 we'll run a pilot of the scorecard using vendors' own calculations at a summary level. This is just the beginning of an initiative that will involve efficiency tracking and targets, all toward our long-term goal of carbon reduction in our value chain.

Managing air quality

3M aims to improve air quality globally while delivering on our customers' needs and expectations for high-performing products. The manufacture of some of these products inherently releases volatile organic compounds (VOCs), including through the use of solvent-based materials. Therefore, many of our sites are required to rigorously track VOC emissions. Even where not required, we voluntarily track VOC usage and significant source emissions to identify the best opportunities for our reduction efforts.

We track and report emissions based on raw material usage, engineering estimates, published emission factors, continuous emission monitoring systems, and stack test data. For many 3M manufacturing processes, various pollutants such as nitrogen oxides (NO_x), sulfur dioxide (SO_2), carbon monoxide (CO),

hazardous air pollutants (HAPs), persistent organic pollutants (POPs), and particulate matter (PM) are emitted as products of combustion. These pollutants, which are listed on many environmental permits for specific site operations, are tracked and reported externally where required by federal, state, or local regulations for individual sites. 3M internally tracks all fuel usage and calculates the combustion emission rates using accepted emission factors.

We've standardized methodologies for quantifying global air emissions, allowing us to compile a global database and aggregate process- and site-level data. This will equip us to perform enterprisewide analyses and detect new opportunities for potential emission reductions.

Main VOC by source type

3M's VOC emissions are primarily attributed to coating lines. Reactors and mixing are also significant sources of VOC emissions.

VOC by site

Forty-one percent of our sites report VOC emissions greater than zero. Of those, 88% emit between 0 and 100 metric tons per year, and 23% emit between 0 and 1 metric ton per year. See more data in our **metric tables**.

Implementing and maintaining pollution control

3M has made significant progress in reducing air emissions — at the source by reformulating to eliminate emissions and by improving process efficiencies. Where we can't reduce emissions, we install and maintain air emission control equipment as required by federal, state, and local regulations. We evaluate all equipment options, select the most environmentally effective and cost-efficient, and properly operate the equipment. Technologies include thermal oxidization, solvent recovery, carbon adsorption, biofiltration, electrostatic precipitators, baghouses, scrubbers, and cyclones.

Ozone-depleting substances

3M has established requirements for how our operations manage their refrigeration appliances containing ozone-depleting substances (ODS) and hydrofluorocarbons in the context of applicable international protocols, local regulations, and current and future economic impacts. When applicable, these requirements include abiding by the Montreal Protocol, the first worldwide agreement designed to protect human health and the environment from the effects of the depletion of the stratospheric ozone layer. The agreement targets specific ODSs for control practices, reductions, or total phaseouts, and it provides a phaseout schedule.

3M innovation impacting climate technology

Fueling clean hydrogen production

A sustainable fuel source, green hydrogen is produced with renewable energy and doesn't release operational carbon emissions. Blue hydrogen, produced with natural gas, allows for the capture and storage of a percentage of its carbon emissions. Together, green and blue hydrogen (clean hydrogen) is a potential solution for sectors facing challenges in decarbonizing, such as steel and long-haul transport.

At 3M, we're innovating technologies that create cost efficiencies at both ends of the clean hydrogen production process. The first is a catalyst technology that reduces the amount of iridium required for water electrolysis, the primary means of green hydrogen production. Iridium is a rare precious metal, and reducing the amount needed has the potential to yield substantial cost savings for customers.

Once hydrogen is produced, it must be transported and stored. That's where 3M's glass bubbles come in.

1. Hydrogen Insights 2023. **https://hydrogencouncil.com/en/ hydrogen-insights-2023/**

This efficient form of cryogenic insulation provides superior protection, reducing the amount of boil-off from heat. Ultimately, more hydrogen gets delivered to the end customer.

Given that more than 95% of current hydrogen production is driven by fossil fuels, we see an excellent opportunity in the field of clean hydrogen — a market that currently produces less than 1 million metric tons each year, but is expected to be producing close to 38 million metric tons per year by 2030.[1]

Visit **3M Forward** to learn about more climate-focused 3M technologies. Learn more about 3M glass bubbles at **Tiny glass bubbles**. **Big thermal insulation**. Plus, read how **our glass bubbles are helping NASA launch into space**.

Bringing innovation to market

Our focus on science continues to drive innovation with external partners. A case in point is our collaboration with Svante, a Canada-based carbon capture and removal provider. In 2024 Svante will layer a nanoengineered material called Sorbents-on-a-Roll into its carbon removal filters for use in direct-air-capture field trials. This has the potential to capture millions of tons of carbon from diverse direct-air-capture facilities globally — and it's all enabled by 3M's capacity to produce advanced filtration technology at scale.
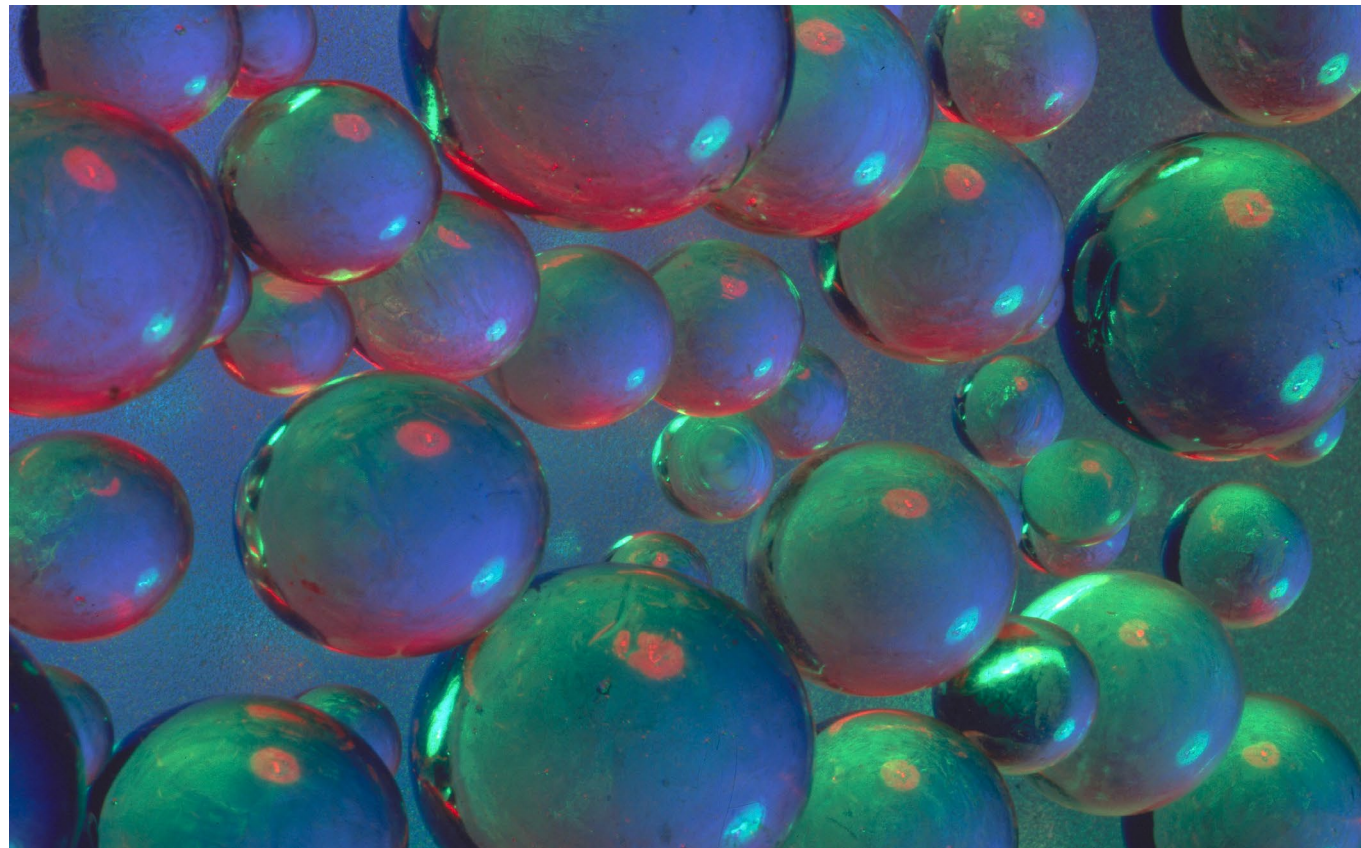
Task Force on Climate-Related Financial Disclosures recommendations

Climate risk process	
Governance	The highest level of climate risk governance is the responsibility of the 3M Science, Technology & Sustainability Committee of the Board of Directors. 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. Consulting with the company's senior management and the Board, the general auditor annually leads the assessment of the major risks facing the company and works with the executives responsible for managing each risk to develop appropriate mitigation and monitoring plans. Climate change risk is assigned to the 3M Science, Technology & Sustainability Committee. 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.
Integration into enterprise risk	3M derives approximately 54% of its revenues from outside the United States. Our company's results are impacted by the effects of, and changes in, worldwide economic, political, regulatory, international trade, and other external conditions. Climate change, as well as related environmental and social regulations, may negatively impact 3M or its 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. Additional details on our enterprise risk assessments can be found in **the Enterprise risk section** and in our **Annual Report on Form 10-K**, Item 1A.
Time frames	Short-term, 0–1 years Medium-term, 1–5 years Long-term, 5+ years
Board oversight	3M's Science, Technology & 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.
Frequency on Board's agenda	3M's Science, Technology & 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.
Corporate officer's oversight	In addition to the members of the 3M's Science, Technology & 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 proactive leadership in addressing both the challenges and the opportunities presented by climate change and energy conservation. Learn about executive pay in relation to our climate goals in **3M's 2024 Proxy Statement**. 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, President & CFO, EVP R&D & CTO, Group President Enterprise Operations, EVP & Chief Counsel Enterprise Risk Management, EVP & Chief Legal Affairs Officer, SVP & Chief Sustainability Officer, SVP Environmental Stewardship, and SVP Global Chemical Operations.
Identification and assessment	Managing risk requires integrating a multidisciplinary, companywide risk identification, assessment, and management process. See **the Enterprise risk section** for details on the identification and assessment of the major risks facing the company. 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 3.0. Baseline and three future scenario analyses include "optimistic" with emissions peaking and declining by 2040 with emissions constrained to stabilize at ~650 ppm CO_2 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_2 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_2 concentrations reaching ~1370 ppm by 2100 and global mean temperatures increasing by 2.6–4.8 °C relative to 1986–2005 levels. 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.

Climate risk process		
Frequency of monitoring	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. 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. 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) and our Science for Climate Leadership Team.	
Transition risk	Regulatory	3M continually evaluates aspects of regulatory risk during regular business interactions, including new product development and continuous 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 from past operations at certain sites.
Transition risk	Technology	3M's four 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 51 unique Technology Platforms to produce over 55,000 products, which are sold in nearly every country. Risks related to technology are identified and mitigated through our New Technology Introduction (NTI) framework, New Product Introduction (NPI) process, and continuous improvement program. This product diversity enables 3M to identify unique solutions to help solve our customers' challenges. In 2023, 3M invested $1.8 billion in research and development to build upon our existing technologies to find innovative solutions to our customers' challenges. This unique 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 require each new product entering our NPI process to have a Sustainability Value Commitment demonstrating how it drives impact for the greater good.
Transition risk	Legal	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; U.S. federal healthcare program-related laws and regulations including the False Claims Act, anti-kickback laws, and the Sunshine Act; 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. For a more detailed review of this topic, see the discussion in Item 8, Note 18: "Commitments and Contingencies" in **3M's Annual Report on Form 10-K**.
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 54% of its revenues from outside the United States, and, accordingly, 3M's operations and the execution of its business strategies and plans are subject to global competition and economic and geopolitical risks that are beyond its control, such as, among other things, disruptions in financial markets; economic downturns; military conflicts; public health emergencies such as COVID-19; 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 together 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.

Climate risk process		
Physical risks	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. Learn more about **incident and crisis management** in the EHS management section.
Supply chain risk	Upstream	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 Preventive Action (CAPA) process. 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 assure supply to 3M in the event of supply disruption.
Product risk	Downstream	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 hazards and risks associated with the use and disposal of 3M products. Mitigation of these risks is highly diverse and product-specific.
Financial risks	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. 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. 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 four 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 51 unique Technology Platforms to produce over 55,000 products, which are sold in nearly every country. We believe this governance of risks by Board committees, who share information with the full Board, is appropriate for a diversified technology and manufacturing company like 3M. **3M's Annual Report on Form 10-K**, Item 1A outlines risk factors applicable to the company.	
Financial opportunities	Financial opportunities include products and 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.	
Metrics	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.	
Principles	Goals	Commit to taking measurable action toward defined objectives to make a positive climate impact in alignment with IPCC findings.
	Relevance	Clearly define boundaries.
	Completeness	Strive to calculate and report data coverage to 100% of inventory for scope 1 and scope 2 GHG emissions. Advance our methodology on calculating scope 3 emissions and evaluate actions we can take to improve them.
	Consistency	Base our data on approved methodologies and enhance our disclosures as we improve upon those methodologies.
	Accuracy	Develop corporate systems and auditing procedures.
	Transparency	Report on emissions and activities in a way that is relevant to stakeholders.

Suppliers

Our commitment

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

Our impact

We understand that our sustainability impact extends beyond our own operations. We participate in a complex global supply chain, purchasing raw materials, products, and services from companies all over the world. And our suppliers have their own suppliers. Through our policies, processes, and programs, we continually work with suppliers to minimize negative effects on the community, environment, and natural resources while protecting the health and safety of workers and the public.
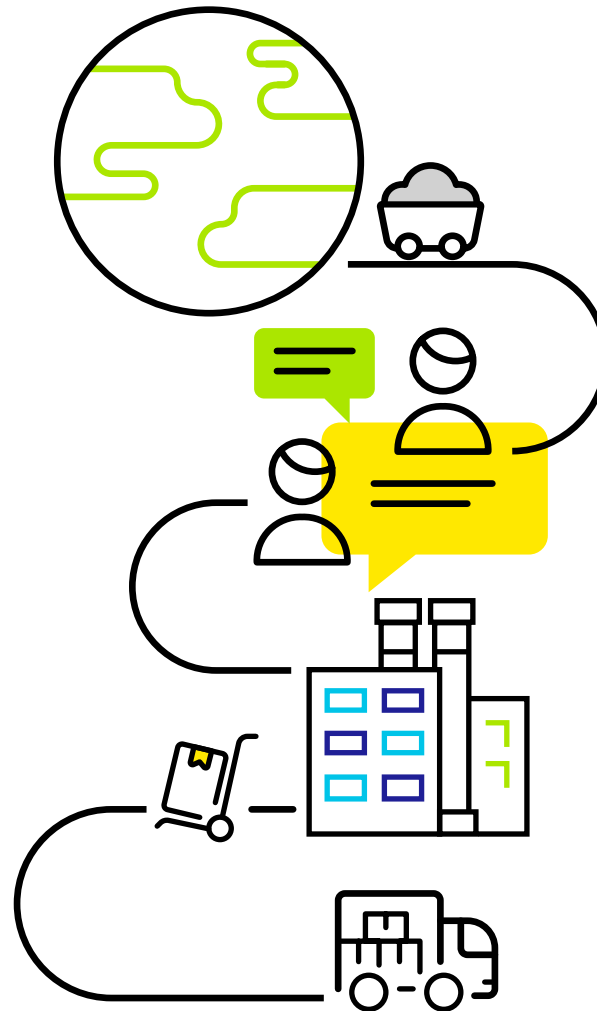
3M's supply chain consists of nearly 51,200 suppliers in over 280 subcategories in 103 countries and regions. See supplier locations and spend in the Suppliers tab of **ESG metrics**. As stated in our supplier contracts and purchase order terms and conditions, we expect suppliers to fully comply with all applicable laws, including human rights and environmental laws. Learn more at **3M Supplier Direct**.

Policies and processes aligned with our values

Forced labor and human trafficking

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

Our commitment is also demonstrated in our membership in the United Nations Global Compact, in **3M's Code of Conduct,** and in cooperative efforts to abolish human rights atrocities, especially human trafficking, forced labor, modern slavery, and related crimes. For example, 3M Brazil is a signatory to the National Pact to Eradicate Slave Labor and is an associate of InPACTO — the National Pact Institute for the Eradication of Slave Labor — a trade association committed to the goals of the National Pact and focused exclusively on collaborative efforts among its members.

Due Diligence Management System

3M follows the Organisation for Economic Co-operation and Development due diligence framework for our responsible sourcing programs. Our Due Diligence Management System guides our improvement efforts:

Values

Establish strong policies and management systems

Transparency

Identify and assess risks in the supply chain

Transformation

Design and implement a strategy to respond to identified risks

---

Verification

Audit supply chain due diligence

Report

Report on supply chain due diligence activities

3M Supplier Responsibility Code

Our **Supplier Responsibility Code** (SRC), available in 15 languages, establishes our expectations for suppliers anywhere in the world and for any supplied material or service. The SRC is based on our corporate values for sustainable and responsible operations and aligns with the Ten Principles of the United Nations Global Compact, which we participate in. The SRC is also consistent with the Responsible Business Alliance (RBA) Code of Conduct 7.0, effective January 1, 2021.

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

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

3M's Business Partners website provides training materials for suppliers to expand their knowledge on topics such as Ethical Business Conduct, 3M Code of Conduct Acknowledgement, and Human Trafficking Prevention.

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

- **Labor** – Requirements align with the **3M Human Rights Policy** and include important concepts like freely chosen employment, restrictions on working age, and appropriate working hours and wages. These expectations help our suppliers understand that their actions need to reflect our values on human rights as well as the values underlying the International Labour Organization and relevant local and national laws. Learn more in **the Human rights section** and in **3M's Modern Slavery Statement**.

- **Health and safety** – We expect our suppliers to care as much about the health and safety of their workers and communities as 3M does and to use proper procedures and controls to protect them.

- **Environment** – Our suppliers are expected to be environmentally responsible in their operations by identifying environmental impacts and minimizing effects on the community, environment, and natural resources.

- **Ethics** – Our expectations align with the 3M Code of Conduct and hold our suppliers to the same high standards. Suppliers must prohibit any form of bribery and corruption and prevent conflicts of interest. The SRC outlines supplier expectations relating to grievance mechanisms. Anyone who has a concern involving 3M can use **3MEthics.com** as an alternative way to report it, with an option for anonymity in most countries.

- **Management systems** – We expect our suppliers to operationalize their alignment with the SRC, as well as all legal requirements, and to commit to continual improvement.

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

Supplier risk assessment and supply chain transparency

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

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

Implementation and governance

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

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

Risk assessment process

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

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

Since 2008, 3M has conducted over 8,600 on-site or self-assessments of prioritized suppliers in higher-risk countries. In 2023, we completed 285 assessments — about 6% of our higher-risk suppliers — in 31 countries, covering every geographic area of the world. See **previous two years' assessments data** in our metric tables.

Completed
285
assessments | in **31** countries

Higher-risk supply chains

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

Responsible mineral sourcing

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

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

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

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

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

Forest product sourcing

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

We expect all forest products from our suppliers to contain materials that are legally harvested, sourced, transported, and exported from their country of origin. In addition, we expect all suppliers to work to ensure that virgin-wood 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, a global nonprofit working with companies, farmers, nongovernmental organizations, and governments to create solutions that serve people and regenerate nature.

We work with our suppliers around the world to map our global forest product supply chain down to the forest source. Using third-party software, we collect and analyze supply chain traceability and Due Diligence Management System information from our suppliers.
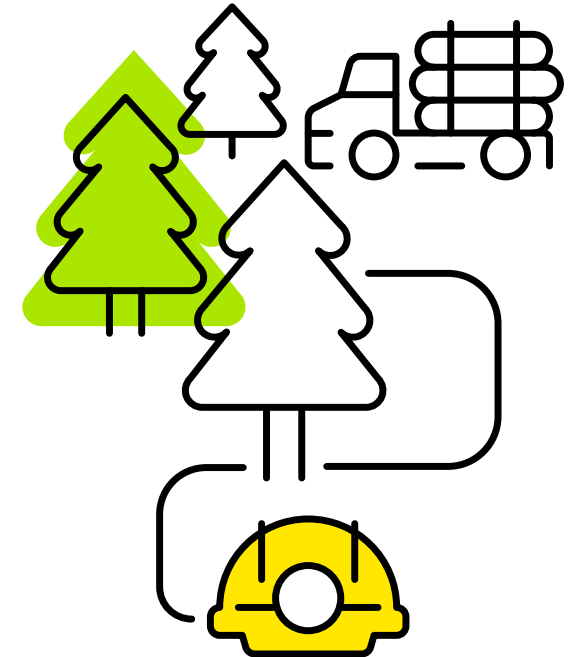
In 2023, we contributed funding to an international development organization's project to address the root causes of child labor in artisanal and small-scale cobalt mining. Our support of the project's adolescent apprenticeship program has helped reduce child labor in mining.

We use several tools and processes to evaluate supplier performance and measure supply chain policy conformance, which may include:

- Supply chain mapping through mills to the forest
- Desktop risk assessments and grievance tracking
- Forest Products Sourcing Policy supplier conformance evaluations
- Responsibly sourced measurement process
- Field visits to build relationships and engage in deeper landscape learning
- Field assessments to review operations, sourcing, and opportunities to improve

Highlights of our collaborations include:

- **Indigenous Protected and Conserved Area, Canada** – Along with our partner Earthworm Foundation, we're supporting the Tsay Keh Dene (TKD) First Nation in British Columbia to protect high conservation value forests in their territory. As some of the world's last remaining intact forests, they serve as sources of sustenance, culture, and history for the TKD, as well as critical species habitat and carbon storage.

- **Centre of Social Excellence (CSE) Brazil** – Since 2019, 3M has supported capacity-building work around conflict prevention, including the implementation of Free, Prior and Informed Consent (FPIC) within Brazil's forestry sector. CSE Brazil has engaged with major forestry companies by organizing hands-on practical trainings that introduce the concept of FPIC and its step-by-step implementation.

See more details of our supply chain traceability and locations of our field assessments and transformation projects in the Suppliers tab of **ESG metrics**.

While implementing our Forest Products Sourcing Policy, we've seen several notable improvements in our suppliers' responsible forest product sourcing practices, including:

- Significant increases in supply chain traceability and transparency at every level
- Increased engagement with upstream supply chain
- Adoption of new or enhancement of existing forest product policies, including adding FPIC
- Invitations to 3M to collaborate on challenges around responsible sourcing and creating a path forward

Learn more about supplier assessments and our collaborative efforts in our Forest Product Sourcing Policy Progress Reports at **Sustainable Forestry**.

Renewable materials sourcing

3M also conducts due diligence on other renewable materials that have the potential for higher environmental and social risks. We've worked with Earthworm Foundation to conduct a comprehensive renewable materials risk assessment, which has led us to expand our policies and prioritize additional renewable materials.

Supplier diversity

As an organization committed to diversity, equity, and inclusion, 3M prioritizes working with diverse suppliers and small businesses across our sourcing organization. We aim to meet and exceed our own expanded internal diversity goals as well as those of the U.S. federal government, which requires certain levels of spend with small and diverse businesses. We engage a third-party provider to conduct data collection and manage the certification process, which helps us track and manage our supplier diversity information and has led to more complete and accurate data.

Through our GAME Changer program, we offer growth, advocacy, mentoring, and education support to diverse suppliers. The program aims to help small, diverse businesses face specific challenges and grow their business.

To learn more, including about diverse classifications, our spend goals, and partnerships, visit **Supplier Diversity**.
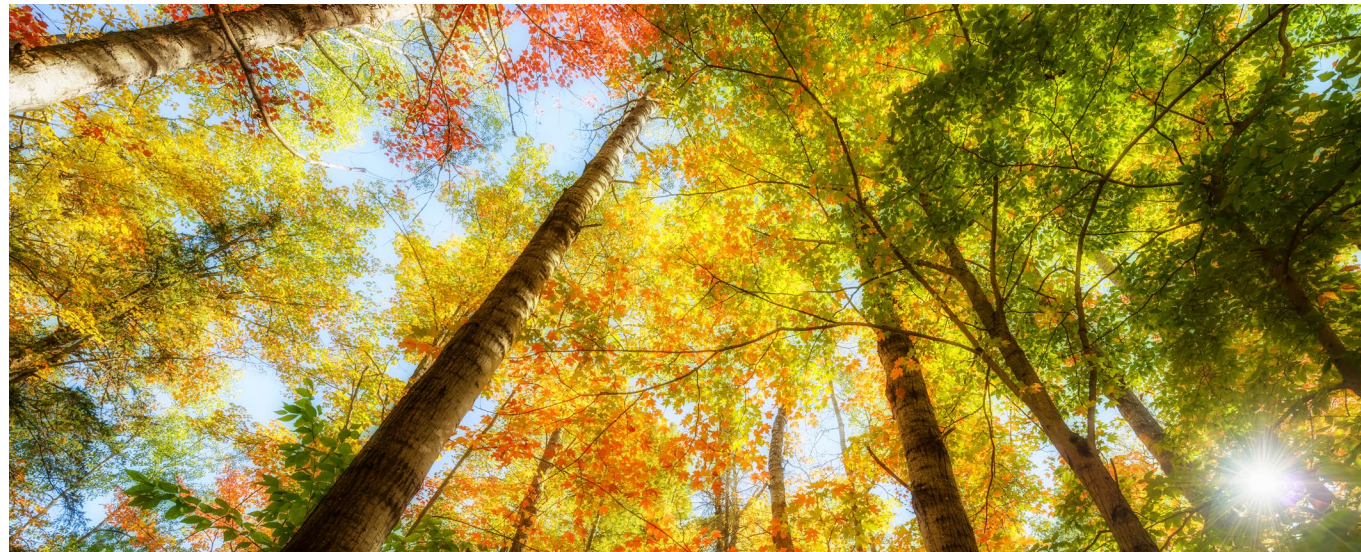
What we create

Innovation management

Our commitment

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

Our impact

3M science drives our business forward. As we advance, we leverage our Technology Platform of Sustainable Design, which features our capability to weave sustainability into the design of our products, processes, and packaging. Ultimately, we deliver science-based solutions and innovative growth platforms that help move us, our customers, and the world toward a more sustainable future.
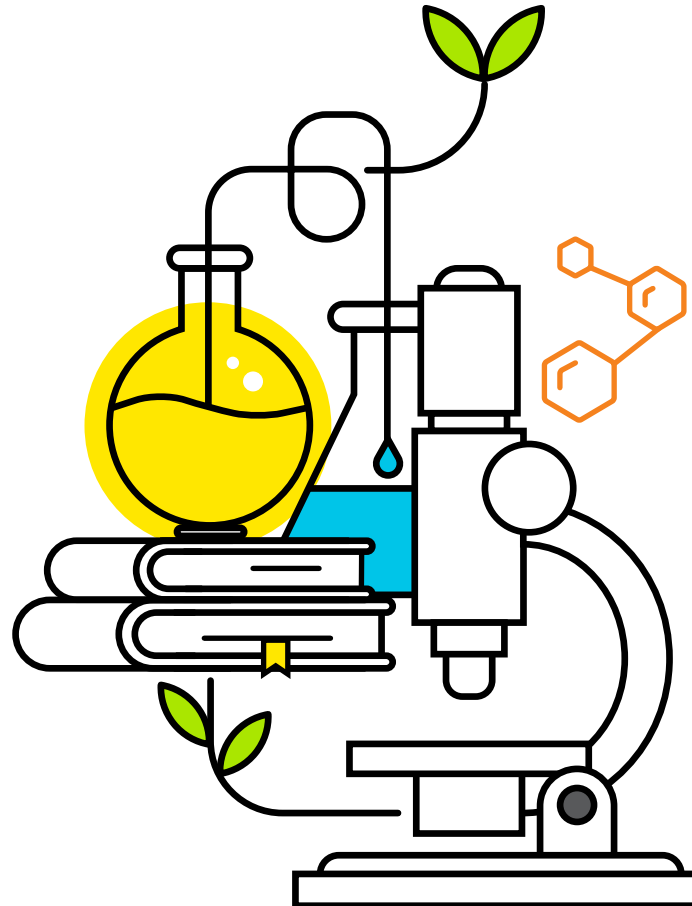
The challenges we must tackle for a sustainable future are daunting. They are broad. They are interrelated. And they are solvable — with the help of science. At 3M, we're applying our passion for science and collaborating across the enterprise to find innovative solutions that help us reimagine what's possible.

A culture of innovation

William L. McKnight founded a company built on innovation. The McKnight Principles set the course for the company's unique 15% Culture, which allows employees to spend 15% of their time on projects they choose. For over six decades, this has inspired creativity, risk-taking, and collaboration.

Our 15% Culture encourages innovation to flourish through uncommon connections as our scientists make interesting links among our many technologies. Indeed, our 51 Technology Platforms are shared and combined across businesses to invent products for a variety of industries. The projects and ideas that result may eventually become successful 3M products such as the 3M™ Emphaze™ AEX Hybrid Purifier, which helps remove impurities and DNA from cell cultures as scientists develop new protein-based therapies and drugs.

3M Technology Platforms

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

Materials   **Processing**   **Capabilities**   **Digital**   **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** is a self-directed and self-organized catalyst for the thousands of people in 3M's technical community. It allows 3M researchers to compare notes with colleagues around the world, collaborate around the company's 51 Technology Platforms, and develop new ideas that fuel our innovation pipeline. Activity takes place throughout the year, including at an annual global event, a spring symposium, recognition programs, and many chapter events.

Research & development

We continue to invest in scientific research and product development in collaboration with our customers. In 2023 we invested $1.8 billion, or 5.6% of our sales, into R&D. 3M has earned more than 133,500 patents over the years, a testament to the strength of our innovation engine. And a quarter of our intellectual property sits in manufacturing — giving us a competitive advantage across all of our businesses.

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. For example, CRL's investments in climate technology allow us to offer emerging solutions in carbon emission mitigation and automotive electrification.

We also have Technology Working Groups (TWGs) to help drive the advancement of our core and emerging technologies across 3M and deeper into divisions. For example, our Sustainable Material TWG works to accelerate the development of tools, technologies, and capabilities that drive the delivery of disruptive sustainable products. With executive champions and laboratory leadership, TWGs are one of our most effective ways to 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 (marketing, engineering, etc.), stewards the community, culture, and capabilities of 3M R&D. Members work to enhance our culture of innovation and collaboration, increase the impact of commercialization, maximize overall R&D impact, and create fundamental strength in digital capabilities across 3M.

Read how our R&D capabilities led to **new solutions for the auto industry using 3M Glass Bubbles**.

3M corporate venturing

As a global company with a leadership position in many industries, we work to advance 3M's innovation and growth through both internal and external venturing. Founded in 2008, our venture capital arm, 3M Ventures, aims to advance 3M innovation by creating 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, as well as where we gain access to new technologies or capabilities that help us better meet our customers' needs.

In addition, our internal business-building team works to advance collaborations with our portfolio companies while also incubating new opportunities within 3M. An example of our business building is the development of 3M™ Nanostructured Supported Iridium Catalyst. 3M applied our materials science and manufacturing expertise to produce a unique catalyst powder, which makes the production of green hydrogen more cost-effective and efficient. This catalyst can enable green hydrogen production technology to scale, offering a clean hydrogen source for sectors that are hard to decarbonize, such as steel and long-haul transport.

Imbedding sustainability into innovation

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

Explore

Identify the business opportunity

Qualify

Identify differentiated product concepts to meet customer needs
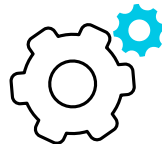
Deploy

Develop the technical solution

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

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

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

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

An SVC can also stem from a core purpose the product addresses, such as an environmental or social challenge like improving air quality, reducing greenhouse gas emissions, advancing racial equity and inclusion, or improving patient and worker safety in health care and industrial settings. Since 2019, 100% of our projects entering the new product commercialization process have included an SVC as required by our SVC sustainability goal.

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

Assessing the sustainability of our products

For select 3M products, we conduct Life Cycle Assessments (LCAs), Environmental Product Declarations (EPDs), product carbon footprints, and screening assessments, which help 3M divisions better understand the potential impacts of their product development decisions. With all of these resources, we're able to make more informed sustainable design decisions, substantiate environmental marketing claims, and supply upstream product-level sustainability data — all helping us better serve our customers.

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

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

Our product innovation takes the long view

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

Life cycle management

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

During NPI, our business teams provide LCM deliverables including:

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

Similarly, we evaluate LCM impacts from product modifications (changes to raw materials, suppliers, product composition, regulations, new end uses, etc.) through our corporate Product Change Management process. If needed, we update subject matter expert assessments and LCM documentation and communicate the updates to all importing countries.

Our integrated centralized LCM system helps us continually improve our efficiency as we work to ensure our products are safe and compliant wherever they're sold. The LCM system simplifies our workflows for product regulatory and safety assessments and features outcome-based key performance indicators to help us better measure our processes.

Our product stewardship framework

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

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

Our Science, Technology & Sustainability Committee of the Board of Directors oversees the twin demands of developing products to meet the ever-changing needs of our customers while ensuring those products cause no harm to people or to our planet. Our global Product Stewardship Network helps carry out the responsibility of regulatory management and LCM for our products.

> **Product safety, quality, and stewardship must always be primary considerations during the design, manufacturing, marketing, and sale of 3M products**

Through 3M's Environmental, Health, and Safety and Product Stewardship (EHS&PS) organization, we have roughly 380 product stewards embedded within our businesses and countries of operation. These stewards act as champions of product EHS, regulatory compliance, and sustainability. They help ensure our products meet or exceed the requirements of 3M policies, governmental regulations, and our customers.

In addition, a broad spectrum of functions within businesses, areas, and corporate staff groups share responsibility for product stewardship. For example, our Product Safety corporate staff group assesses 3M products for the potential to cause adverse health, safety, or environmental impacts. Toxicologists, scientists, and engineers in this group evaluate and communicate health-related information and conduct testing in our hardgoods product safety labs, Strategic Toxicology Laboratory, or externally. They aim to ensure our products are safe for human health and the environment and 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 Product Stewardship (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 as we seek to innovate responsibly in the best interest of our communities and the environment. We have been at the forefront of product stewardship audits, beginning with self-assessments in regions outside the United States in 2007 and incorporating global audits in 2014.

- **Self-audits** – We have a self-auditing program to 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. Our intent is to ensure that businesses are meeting corporate standards and to share best practices globally.

- **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 and third-party auditors. All sites underwent third-party compliance audits between 2020 and 2022 and are on a minimum two- to four-year audit schedule based on site complexity.

- **Post-market monitoring** – Part of our approach to product safety management is post-market monitoring of our products. We offer product application support, monitor social media platforms, and undergo other rigorous quality processes.

~380

product stewards embedded within our businesses and countries of operation

Maintaining our expertise

3M values the ongoing professional development, education, and training of our product stewardship professionals. 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 2023 included:

- A virtual global product stewardship conference that covered timely topics in product development, relevant global issues and requirements, and resources to align our approach and build a strong community

- New certification of 11 employees through the U.S. TSCA formal certification program, for a total of 114 individuals certified

- 70 live programs and 120 new on-demand sessions for the Product Stewardship Network's educational catalog, resulting in over 11,000 training instances and over 500 available on-demand recordings

In 2023, we also developed and implemented tools and systems to enable robust evaluation and response to both existing and emerging global product laws and regulations. This approach provides standard governance to support our business model and enable compliance.

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.

Recognition for outstanding results

3M's Circle of Technical Excellence & Innovation – This prestigious internal recognition program honors individuals and teams whose achievements set the standard for 3M technical excellence and innovation.

The Carlton Society – 2023 marked the 60th anniversary of 3M's highest recognition of lifetime achievement for **scientists who have made extraordinary contributions**. The annual awards ceremony is an opportunity to stay connected with the innovators and breakthrough achievements that built and grew 3M. New inductees represent the technical accomplishments that are at the heart of 3M's growth and success.

Diversity supports innovation

At the heart of innovation is a collaboration of different backgrounds, experiences, and perspectives only made possible through diverse teams. When we reflect the diversity of our customers, suppliers, and channel partners, we can better innovate to serve their needs. This is one of many important reasons we continue to set goals and work toward diversifying our workforce at every level.

We also work to expand opportunities for underserved students by providing higher education and work experience programs in science, technology, engineering, and mathematics (STEM) fields:

- **3M RISE (Raising Influence in Science and Engineering) Conference** – 3M hosted a three-day virtual event intended to introduce emerging underrepresented science and engineering graduate students to the wide range of rewarding careers in research and development at 3M. Participants heard from leading 3M researchers, managers, and talent recruiters about our technologies as well as our hiring process and career opportunities.

- **R&D internships** – The **R&D internship program** allows innovative undergraduate and graduate students — majoring in a broad range of science and engineering fields from an accredited institution — the opportunity to work with senior scientists on projects that have real-world applicability.

- **GEM (Graduate Degrees for Minorities in Engineering) Consortium** – The mission of the U.S.-based National GEM Consortium is to enhance the value of the nation's human capital by increasing the participation of underrepresented groups (Black/African Americans, Native Americans, and Hispanics/Latinos) at the master's and doctoral levels in engineering and science. 3M is one of GEM's corporate partners, funding fellowships and internships at 3M. Cordell Hardy, Ph.D., senior vice president of Global R&D Operations, serves on the GEM Board of Directors.

Learn about **3M's initiatives to expand STEM opportunities for underserved K–12 students** in the Communities section.

Guiding policies and standards

Our customers depend on 3M's products to advance, enhance, and improve their companies, homes, and lives. It's imperative that every item we sell meets quality standards and is safe for its intended use. We're governed by policies and standards that allow us to move forward with integrity, confidence, and the common foundation of 3M's Code of Conduct.

Chemicals Management Policy – Updated in 2023, this policy reflects our role in supporting our global community through effective and responsible chemicals management. The policy has led us to identify chemicals whose use in products and manufacturing processes is subject to restrictions, prohibition, or specific management actions.

Human Subject Research Policy – This policy addresses the protection of the rights, safety, and welfare of people who participate in 3M-supported research. All supported research involving human subjects must follow all applicable national, regional, and local ethical and legal rules and regulations.

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 – At the present time, science has not advanced to the point where non-animal tests can entirely replace animal testing. 3M is an advocate for the use, wherever practical, of alternative (non-animal) test methods to help develop safe products. We engage with governments, lobbying groups, and industry partners to help advance the appropriate use of non-animal methods. 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 must use processes that evaluate potential hazards of 3M products and communicate, in local languages, relevant information to employees, contractors, and customers. Communicating the potential hazards of 3M products supports our core values and is an integral part of keeping stakeholders informed. In 2023, we produced more than 12,000 hazard communication assessments and documents.

The ways we communicate these hazards, as well as product chemical components, include safety data sheets, product labels, product literature, instructions for use, transportation classification documentation, and other tools, including our **Ingredient Communication website**, which provides customers and consumers with enhanced ingredient information for over 400 products. The website provides transparency into 3M formulations by identifying intentionally added ingredients and select contaminants.

We employ a staff of AIHA Safety Data Sheet and Label Authoring registered professionals who have demonstrated competency in the skills and knowledge needed to properly 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 – 3M's reputation as a responsible company extends to the products and services we offer and how we represent them. It's our policy to represent our products truthfully, fairly, and accurately in all sales, advertising, packaging, and promotional efforts. All product claims must be substantiated and technically accurate, as specified by this policy. Each business must maintain appropriate review processes of any claims or representations about its products. This includes substantiation of claims through testing based on sound statistical and scientific principles.

Internal standards for global compliance – We've established internal standards for uniform global compliance in the manufacture, sale, testing, and promotion of medical devices, food or drink, food or drink supplements, food or drink additives, drugs, and cosmetics for use in or with humans or animals.

Customer-inspired innovation

Our commitment

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

Our impact

In 2023 we invested $1.8 billion, or 5.6% of our sales, into R&D. And we continue to serve our customers through a wide range of innovative products that help them improve energy efficiency and reduce their greenhouse gas (GHG) emissions.
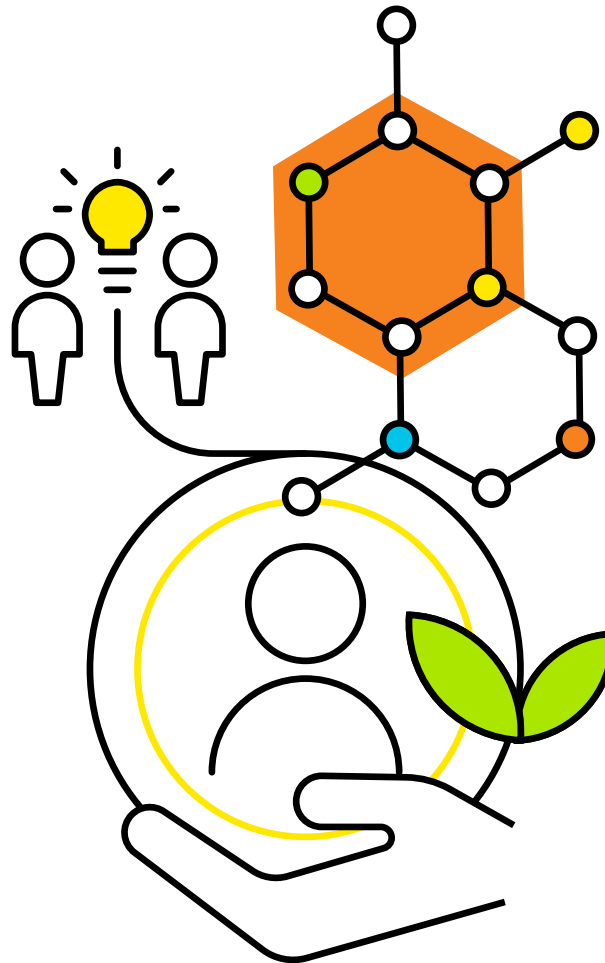
At 3M, it's simple: We are a science-based company, and we use science to improve lives. As society's challenges continue to evolve, so does the focus of our science — from inventing the world's first water-resistant coated abrasive in 1921 to helping advance automotive electrification today.

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

Achieving our — and our customers' — goals

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

- Apple recognized 3M as a supplier committed to using 100% clean energy to produce their products — another step toward their 2030 goal of 100% carbon neutrality in their supply chain.

- As part of Project Gigaton — Walmart's initiative aimed at reducing emissions in their global value chain by 1 billion metric tons (a gigaton) by 2030 — 3M was again recognized as a Giga-Guru supplier. This designation highlights suppliers that have set a SMART goal (specific, measurable, achievable, relevant, and time limited) in at least three of their pillars, agreed to share it publicly, and have reported avoiding emissions in the most recent reporting year.

- 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. In 2015, we introduced our goal of helping our customers reduce their GHGs by 250 million tons of CO_2 equivalent emissions through the use of 3M products by 2025. 3M has a process for developing reasonable estimates of emissions avoided by using select 3M products.

In 2023 alone, we estimate that our customers avoided emitting 13.8 million metric tons of CO_2 equivalents through the use of select 3M product platforms. Since 2015, this is a total avoidance of 135 million metric tons of CO_2 equivalent emissions for our customers. This estimation covers only a portion of our product portfolio. See more data in our **metric tables**.

Our products have helped customers avoid emitting

135M

metric tons of CO_2 equivalents since 2015

Customer collaboration

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

In addition, we have laboratories and application engineering capabilities in numerous countries, where our scientists work closely with customers on solutions to their specific problems. At our Design Center at 3M's headquarters in St. Paul, Minnesota, and in others across the globe, our 3M design team leverages design thinking to solve problems across capabilities.

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

Innovation from customer insights

We develop relationships with our customers by demonstrating value, and our scientists work directly with customers to solve their unique challenges. Our most successful products are infused with customer insights throughout the entire product development process.

Climate change and resource scarcity

As climate risk increases, our customers and consumers around the world seek more sustainable homes, businesses, and communities. We work diligently to address this need.

With our deep understanding of technologies such as electronic systems and computer vision, we create solutions that serve the growing global market for electric vehicles (EVs). Innovation in EVs is essential as society — and the automotive industry — continues to transition to more climate-friendly, lower-carbon-footprint options. To help with this transition, **our teams advance battery performance** with innovations around thermal management, assembly, insulation, and more.

As we work toward circular business models, we're creating renewable consumer solutions like Scotch™ Cushion Lock™ Protective Wrap. This alternative to plastic bubble wrap is not only made with recycled paper, but after use it can be easily recycled to reenter the circular economy. Learn **more about this and similar products** in the Circular materials section.

Our focus on alternative energy solutions has led to the development of a catalyst technology that could make the production of clean hydrogen more cost-effective and efficient. Learn **more about it** in the Climate section.

Shifting demographics and social change

Global demographics such as age, race, income, and education are continually changing, often with far-reaching impacts. 3M understands how customers' and consumers' needs are changing, in and out of the workplace, and applies science to help meet those needs.

- To improve manufacturing productivity and quality, we've introduced automated technologies like the **3M™ Finesse-it™ Robotic Paint Repair System**, which works with third-party vision systems to automatically identify and repair common paint defects on automotive production lines. Plus, our new **3M™ Skills Development Center** provides intensive hands-on training to educate and upskill automotive technicians.

- In health care facilities, our clinician solutions portfolio reduces the administrative burden on providers so they can spend more time with patients and less on paperwork. For example, 3M™ Fluency Direct™ translates doctors' speech into medical notes, allowing for faster updates to medical records. And as a cloud-based solution, it provides energy efficiency as well.

Convergence of the physical and digital worlds

The world we live in today is marked by a seamless blending of physical and digital experiences. While the shift to this ecosystem has accelerated over the past three decades, 3M has a long history of innovating materials that make technology work.

In the early 2010s, manufacturers of AR and VR headsets were looking to create the best possible viewing experience while maintaining a thinner form factor, including using folded optics. Over the next decade, 3M scientists engaged regularly with customers and explored how our multilayer optical films — expertise and technology we pioneered in the 1990s — could help make folded optics a viable solution. 3M now produces folded optics for high-resolution VR headsets for multiple customers — resulting in up to a 50% reduction in overall headset size along with improved image quality and resolution. Learn more at **Optical Solutions**.

We also see convergence in solutions designed to speed the creation of just about everything. For example, digital automation drives our 3M™ VHB™ Extrudable Tape, which blends robotics and adhesive science to cut waste and speed manufacturing. Learn **more about how it reduces waste** in the Circular materials section.

Educating customers for health and safety

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

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

- We deliver educational content to health care professionals in health care settings, at professional conferences, and through digital learning experiences — all around the world — through 3M℠ Health Care Academy.

- Our Personal Safety Division **provides relevant training** on workplace safety hazards and health risks, personal protective equipment, and the proper use and maintenance of 3M products.

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

We surpassed our 2025 goal with over

8M health and safety training instances since 2015

Site spotlights

Aycliffe, U.K.

3M Aycliffe is a flagship manufacturing site in the U.K. with over 270 employees. Since opening in 1966, it's become a market leader in the development and global supply of disposable and reusable respirators and filter materials. 3M Aycliffe's production levels increased significantly during the COVID-19 pandemic, a demonstration of its ability to scale up and down in line with demand.

A customer-focused and technology-based site, 3M Aycliffe uses several 3M core technologies, including:

- Extrusion of high-performance nonwoven material
- High-speed manufacturing processes and packaging lines
- Injection molding
- Automation

Environmental efforts

3M Aycliffe is certified to ISO 14001 standards and runs on 100% renewable electricity. The site has installed a digital energy usage system that enables its production areas to monitor energy usage and identify high-use machines. Weekly reports allow for frequent evaluation and greater optimization of energy use throughout the site.

In addition, 3M Aycliffe is currently implementing projects to increase recycling throughout the site, as well as to reduce waste in all production areas.

Employee engagement

Safety training is provided for all employees at 3M Aycliffe, as are opportunities and support for personal development. In 2023, the site refreshed its Welfare Area with a new patio and furniture, creating a comfortable, welcoming space for employees to enjoy the outdoors. Coinciding with Stress Awareness Month in the U.K., the opening of the revamped space in April was the perfect way to highlight the stress-reducing effects of nature and fresh air.

Giving to the community

3M Aycliffe supports its local community in several ways, including with volunteer work, fundraising, charitable donations, and social events. Highlights in 2023 included:

- **STEM support for schools** – Engineers from the site visited a local school and delivered a fun interactive STEM workshop called "Visiting Wizards Crime Lab."
- **Garden beautification** – Volunteers from 3M Aycliffe participated in a community project to revamp the local village hall garden.
- **Social and awareness events** – 3M Aycliffe supported various activities to connect the community socially or raise awareness or funds for causes such as prostate cancer, menopause, and animal welfare.

Chiba, Japan

Located in Togane, a city east of Tokyo, 3M Chiba specializes in products that directly support 3M's Consumer Business Group. Its dedicated team of 76 employees produces high-quality printable labels and cards using 3M core technologies such as coating, printing, die-cutting, and auto-packing. 3M Chiba's commitment to the business and customer-first orientation can be seen in its consistent on-time, in-full shipment rate of over 99%.

Sustainability impact

3M Chiba has achieved several milestones in its efforts to help 3M reach our sustainability goals, including being certified to ISO 9001 and ISO 14001 standards. The site also holds Chain of Custody certification from the Forest Stewardship Council, a demonstration of its commitment to responsible sourcing and forest conservation.

Through its efforts to ensure no byproducts are sent to landfill,[1] including by actively promoting material recycling of waste and waste heat recovery, 3M Chiba is one of the zero landfill sites helping 3M surpass our zero landfill goal.

3M Chiba has further expressed its commitment to environmental responsibility by implementing the 3M Water Management Standard, which provides guidance to sites on how to manage wastewater discharge in accordance with local laws.

Safety is a priority at 3M Chiba, and the site has been a past recipient of a CEO Safety and Health Award for achieving 730 consecutive days without a lost time injury or illness incident.

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

Community engagement

As an active member of the local community, 3M Chiba contributes to the civic and social fabric of Togane in various ways. In keeping with its regard for safety, the site is certified as a Togane City Fire Department Cooperation Plant. Every year, 3M Chiba provides its parking lot to the department for training.

This offers optimal space for the training program, helping the fire department stay prepared and competitive.

The site opens up an additional parking lot free of charge to nearby university baseball clubs, a generosity that creates a connection with youth in the area, elevates awareness of 3M, and supports the community's overall activity and well-being.

On-time, in-full
shipment rate of over
99%

Tilloy, France

Nestled in a northern corner of France, 3M Tilloy serves a number of divisions within 3M's Transportation & Electronics and Safety & Industrial business groups. Established in 1975, the site's current 250 employees use several core technologies to manufacture products from glass bubbles and pavement markings to structural adhesives, sealants, and gap fillers.

Many of the products in 3M Tilloy's portfolio contribute to a more sustainable world, from glass bubbles and structural adhesives that help make vehicles lighter, to pavement markings that enhance road safety for the public. The site also has active projects within its boundaries and buildings that support 3M's corporatewide sustainability goals and commitments.

Waste and water

3M Tilloy is ISO 14001-certified and has been a zero landfill site for over 10 years through material recycling, waste-to-energy conversion, and internal recycling. In addition, the site recycles drums, pallets, and cleaning solvent. For even more material reduction, it discontinued using dry ice for packaging and shipping and is planning to move from rolls to bulk packaging.

In its efforts to lower water usage, 3M Tilloy switched to different types of cooling towers and water osmosing units, as well as optimized processes and fixed leakages. This has led to a 35% reduction of its water-to-production ratio since 2020, a significant contribution to 3M's goal to reduce global water usage by 20% by 2025.

Carbon reduction efforts

Since 2014, 3M Tilloy has been ISO 50001-certified, part of its endeavor to reduce its carbon footprint and help 3M reach our goal of carbon neutrality. One initiative involves making more use of direct shipping and ensuring trucks are fully loaded, which has reduced the site's transportation footprint. 3M Tilloy has also upgraded its freezing rooms, making improvements that have lowered its CO_2 emissions by 320 metric tons per year.

35% ⬇💧
reduction of water-to-production ratio since 2020

3M Tilloy has been powered by 100% certified renewable electricity since 2021, leading to an 8% reduction in CO_2 emissions at the site. Other ongoing projects include automated energy monitoring for better optimization and breakthroughs in the glass bubble process with the potential to reduce energy consumption by 30%.

Powered by

100% ▶

renewable electricity since 2021

Leading to an

8%

reduction in CO_2 emissions

Workplace safety

Health and safety are paramount at 3M Tilloy. The site has implemented a number of ergonomic and safety improvement programs in its continual drive toward employee well-being.

Work at Height

This program was designed to counteract safety gaps in equipment design and improve awareness of 3M's standard requirements. Outcomes include equipment upgrades to improve safety, a reduction in risk severity for 100% of 55 identified high-risk tasks, and a "work at height" permit requirement for every nonstandard activity above 2 feet without fall protection.

Machine guarding

Since 2017 this program has achieved a reduction in risk severity for 99% of 250 identified high-risk machine operations, with one remaining to be mitigated in 2024. 3M Tilloy engaged employees and teams throughout the process to determine the best solution for each of the 250 machine risks.

Engagement and giving

3M Tilloy is deeply committed to its local community. The site participates in numerous charitable and volunteer activities, which have included collecting toys for disabled children at Christmas, donating funds for troubled youth and homeless people, cancer research, and more. For the site's most recent Volunteer Day in September 2023, more than 25% of employees volunteered 120 collective hours to local organizations whose missions range from improving literacy skills to caring for abandoned pets.

About report

About report, scope, and boundaries

Report schedule and period

Current issue: March 27, 2024

Next issue: Scheduled for March 2025

Previous issue: March 22, 2023

Before 2010, the Global Impact Report was a fully integrated website. Therefore, copies before 2010 are not available. This report provides a summary of the activities in fiscal year 2023 (January 1, 2023, to December 31, 2023).

Organizational boundaries

This report covers 3M's 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. Acquisitions are included in data sets once legally owned and fully integrated into 3M systems. All data included in the report is global data unless otherwise specified. Any significant organization changes are identified in the **2023 Annual Report and 2024 Proxy Statement**.

Forward-looking statements

This Global Impact Report and information on 3M.com/sustainability 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 "anticipate," "estimate," "expect," "aim," "project," "intend," "plan," "believe," "will," "should," "could," "would," "target," "forecast," 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 goal progress; the ambition to improve every life; (2) financial data or information derived from the Company's filings with the U.S. Securities and Exchange Commission; (3) environmental, health, and safety and product stewardship (EHS&PS) data as it relates 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 it relates to renewable energy contracts with third parties and utility-controlled generation or distribution networks; (5) social data as it relates to employee metrics, social practices, and community engagement
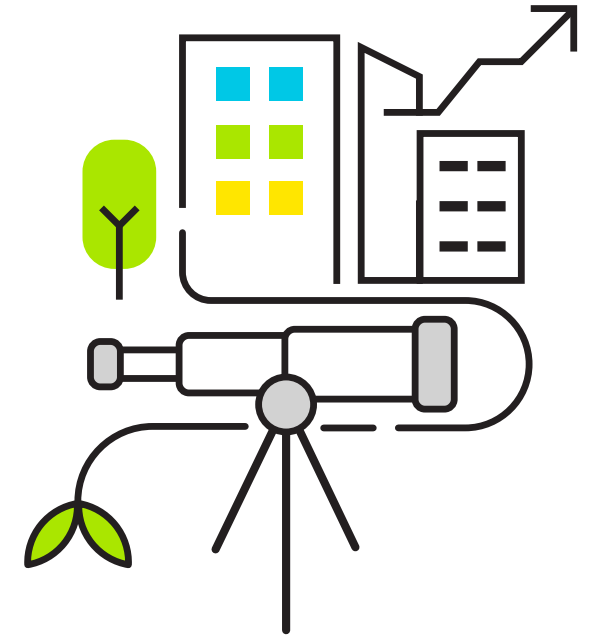
programs derived from various databases from within the Human Resources and 3Mgives organizations; (6) responsible sourcing of materials and related responsible sourcing systems and data; (7) acquisition- and investment-related data as integrated into 3M programs and reporting systems via a prioritized 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, which 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/sustainability** 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 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 is based on activities during 3M's fiscal year 2023 and rounded to three significant figures, where attainable. 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 has 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 **2023 Annual Report on Form 10-K**.

- **Emissions data** – Since 2002, the 3M Environmental, Health, and Safety (EHS) Laboratory has calculated 3M's 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; documented and approved calculation procedures.

An assessment was done in 2023 to calculate accumulated changes since 2019. The changes include structural, methodological, and data changes. The results show a total accumulated impact of less than a 2% scope 1 and 2 GHG emission reduction with 2002 or 2019 as the reference year. These changes, as well as others that result from the spinoff of the Health Care business, will be reported after the spinoff.

When developing methodologies for calculating our scope 3 emissions, the first step was to compile

data for our more than 55,000 products, including quantity sold, product size or mass, and use applications. Next, working with Anthesis Group, we analyzed the data to prioritize those with a material scope 3 GHG footprint, and we identified 300 unique categories for more analysis. Once we determined emission factors for each product use scenario, we worked to calculate estimated scope 3 emissions for each of the 300 product categories. Based on the best available science, estimated scope 3 data uncertainty is ±50%, per the WRI/WBCSD GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, 2011.

- **Environmental, health, and safety (EHS) data** – The EHS data in this report is 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 environmental, health, and safety data through the corporatewide EHS reporting systems (e.g., Environmental Targets Database, EHS 360, etc.).

- **Social data** – The data related to employee metrics, social practices, and community programs has been derived from various databases from within the Human Resources and 3Mgives organizations. This data has been reviewed and verified by the departments responsible for maintaining the internal reporting systems.

- **Pay equity data** – This data is analyzed by a third party specialty firm. The third party's analysis is not reviewed by Apex Companies, LLC.

- **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. Timeframe 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 2023 Annual Report and **Investor Relations website** document any changes to financial data. Several of 3M's environmental goals are normalized per net sales. 3M does not adjust sales data for inflation.

3M generally does not adjust its base-year environmental metrics data to reflect changes in 3M's organizational structure. As a result, 3M sets environmental targets that are normalized or indexed to production (tons emitted or net sales) to assure the environmental progress we report to the public is not unduly influenced by changes to our organizational structure. However, in the case of our greenhouse gas emission data, 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.

Between 2005 and 2010, 3M adopted a holistic definition of waste to drive the company's waste reduction efforts toward more sustainable solutions, such as pollution prevention. 3M's waste reduction goal and progress during this period included recycling. In 2011, 3M returned to a more conventional definition of waste that considered recycling as neutral (contributing neither toward total waste nor toward good output).

3M's sustainability goal to reduce manufacturing waste by an additional 10%, indexed to sales, by 2025 has a base year of 2015. Starting in 2016, waste disposed and waste by disposal type do not include waste-to-energy. Total hazardous and total non-hazardous waste include waste-to-energy.

During an internal audit, a conversion factor error was identified. The conversion from the unit the products were sold in to pounds was incorrect. Total virgin fossil-based plastic results for 2022 decreased by 19% as compared with the reported totals in the 2023 Global Impact Report published in March 2023. For this reason, values in the 2024 Global Impact Report will not be consistent with previous years' reports.

In 2021, the reported customer avoided GHG emissions for years 2016 through 2020 were revised due to the availability of verified life cycle assessment data for one of the included product families where previous year cradle-to-gate emission values were overestimated, resulting in a net increase in avoided emissions for those respective years.

Data verification

Internal verification: 3M has conducted an internal verification of the information provided in this report. 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, 2023, to December 31, 2023. APEX provided moderate-level assurance in accordance with AA1000AS-2008, Type 2. APEX's assurance letter can be found in the report under **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. We've reviewed the "World Economic Forum's Measuring Stakeholder Capitalism Towards Common Metrics and Consistent Reporting of Sustainable Value Creation" white paper released in September 2020. Many of the material issues from the white paper have already been incorporated into this report based on our strategic reporting strategy and other existing frameworks.

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. Following the GRI sustainability framework advances two important objectives: transparency and the ability to compare results from one organization with another. 3M has developed this report using GRI Standards. The GRI index outlines where specific GRI reporting elements and indicators are addressed in the report or other reporting sources, including the **2023 Annual Report, 2024 Proxy Statement,** and/or other noted sources on **3M's Investor Relations website**.

Our priority topics are identified in our **sustainability priorities table** and **GRI index** and reflected in our sustainability goals, which align to the three pillars of our Strategic Sustainability Framework: Science for Circular, Science for Climate, and Science for Community. 3M has reported in accordance with the GRI Standards for the period from January 1, 2023, to December 31, 2023.

TCFD and CDP

3M supports the **Task Force on Climate-Related Financial Disclosures' (TCFD) recommendations** for helping businesses disclose climate-related financial information. We also report annually to the CDP (formerly the Carbon Disclosure Project), the global disclosure system for organizations managing their environmental impact.

United Nations Global Compact (UNGC) Communication on Progress (COP), UNGC Principles, and 2030 SDGs

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. In 2014, we became a United Nations Global Compact (UNGC) participant, thereby committing to align our operations and strategies with the UNGC Principles on business and human rights.

Sustainability Accounting Standards Board (SASB)

For our Global Impact reporting strategy, we utilize multiple tools and frameworks to assure we are objective, transparent, and globally relevant in our public reporting process. These include Global Reporting Initiative (GRI), SASB, and the UN SDGs. With global corporate operations and sales in nearly all countries, our strategy is designed to be holistic. GRI was selected as the primary source referenced due to the global reach of the standard. For SASB, our diversity of operations would not be represented by their current industry standard classifications. Using our 51 Technology Platforms, our integrated team of scientists and researchers works with customers to create breakthroughs via our Consumer, Transportation & Electronics, Safety & Industrial, and Health Care business groups.

In this year's report, we detail our efforts on our **2022 materiality assessment**. Before conducting this assessment, we reviewed and integrated SASB's approach to materiality and materiality map to help prioritize the most important focus areas.

Contact 3M

It is through collaboration and partnerships that 3M can accelerate sustainability in our company to improve every life. You can contact 3M Sustainability at **Sustainability@mmm.com**.

GRI index
Global Reporting Initiative (GRI) content index

Disclosure number	Description	Cross-reference or direct answer	Page
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: **Annual Report on Form 10-K**	
2-2	Entities included in the organization's sustainability reporting	About report	103
2-3	Reporting period, frequency and contact point	About report **Sustainability@mmm.com**	103
2-4	Restatements of information	About report	103
2-5	External assurance	Assurance statement	124
2-6	Activities, value chain and other business relationships	**3M.com** About report **Annual Report on Form 10-K**, Item 1 Customer-inspired innovation Employee programs Suppliers	103 93 52 79

Disclosure number	Description	Cross-reference or direct answer	Page
2-7	Employees	**ESG metrics,** Employee demographics tab	
		3M Diversity, Equity & Inclusion (DEI) Report	
		Employee programs	52
		Annual Report on Form 10-K, Item 1. Business – Resources – Human Capital	
		Environmental, health, and safety management	57
		Metric tables: social performance, employees	
2-8	Workers who are not employees	**ESG metrics,** Employee demographics tab	52
		Employee programs	
		Environmental, health, and safety management	57
		Metric tables: social performance, employees	
2-9	Governance structure and composition	**3M Board of Directors**	
		3M Committee Composition	
		Corporate governance	34
		Proxy Statement, Proxy highlights and Corporate governance at 3M	
2-10	Nomination and selection of the highest governance body	Corporate governance	34
		Nominating and Governance Committee Charter	
2-11	Chair of the highest governance body	Michael F. Roman Chief Executive Officer	
		Corporate governance	34
2-12	Role of the highest governance body in overseeing the management of impacts	**3M Corporate Governance Guidelines**	
		Corporate governance	34
		Enterprise risk	38
		Leading with purpose	8
		Proxy Statement, Board's role in risk oversight	
2-13	Delegating of responsibility for managing impacts	Corporate governance	34
2-14	Role of the highest governance body in sustainability reporting	Corporate governance	34
		Leading with purpose	8
2-15	Conflicts of interest	**3M Company Code of Business Conduct and Ethics for Members of the Board of Directors**	
		Corporate Code of Conduct	40
		Corporate governance	34

Disclosure number	Description	Cross-reference or direct answer	Page
2-16	Communication of critical concerns	**Annual Report on Form 10-K,** Item 1A	
		Corporate governance	34
		Confidentiality constraints. This information is considered business confidential; critical concerns would be taken into consideration during our Enterprise Risk Management initiative: see **the Enterprise risk section** for additional information on our mechanism used to address and resolve critical issues.	
2-17	Collective knowledge of highest governance body	**Proxy Statement,** Director orientation and continuing education	
		Leading with purpose	8
2-18	Evaluation of the performance of the highest governance body	**Proxy Statement,** Board self-evaluation process	
		Nominating and Governance Committee Charter	
2-19	Remuneration policies	Compensation	50
		Compensation and Talent Committee Charter	
		Proxy Statement, Director compensation and Executive compensation	
2-20	Process to determine remuneration	Compensation	50
		Compensation and Talent Committee Charter	
		Proxy Statement, Director compensation and Executive compensation	
2-21	Annual total compensation ratio	**Proxy Statement,** 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 fair and equitable pay. The breakdown to calculate the median percentage increase does not accurately reflect our workforce levels and process at 3M to assure equitable remuneration. Additional details on our process can be found in **the Compensation** and **the Employee programs** sections; **Compensation and Talent Committee Charter**.	
2-22	Statement on sustainable development strategy	2023 Annual Report – Message from our Chief Executive Officer	
		Proxy Statement, Board committees – Science, Technology & Sustainability Committee	
2-23	Policy commitments	Corporate Code of Conduct	40
		Environmental, health, and safety management	57
		Ethics & Compliance at 3M	
		Human rights	45
		Innovation management	85
		Leading with purpose	8
		Suppliers	79
2-24	Embedding policy commitments	Corporate Code of Conduct	40
		Ethics & Compliance at 3M	

Disclosure number	Description	Cross-reference or direct answer	Page
2-25	Process to remediate negative impacts	Corporate Code of Conduct	40
		Leading with purpose	8
2-26	Mechanisms for seeking advice and raising concerns	Corporate Code of Conduct	40
		Report a concern or ask a question	
2-27	Compliance with laws and regulations	Corporate Code of Conduct	40
		Environmental, health, and safety management	57
		Significant legal actions for noncompliance with laws and regulations would be discussed in our **Annual Report on Form 10-K**, Item 8 – Note 18: Commitments and Contingencies.	
2-28	Membership associations	Climate	70
		Circular materials	64
		Innovation management	85
		Leading with purpose	8
2-29	Approach to stakeholder engagement	Leading with purpose	8
		Proxy Statement, Proxy highlights – Shareholder outreach and engagement	
2-30	Collective bargaining agreements	Human rights	45
GRI 3	**Material topics 2021**	-	-
3-1	Process to determine material topics	Leading with purpose	8
3-2	List of material topics	Leading with purpose	8
GRI 201	**Economic Performance 2016**	-	-
3-3	Management of material topics	**Annual Report on Form 10-K**, Item 7 and Item 8	
201-1	Direct economic value generated and distributed	**Annual Report on Form 10-K**, Item 7 and Item 8	
		Payments to the providers of capital in 2023 is $3.8 billion	
201-2	Financial implications and other risks and opportunities due to climate change	Climate	70
		Enterprise risk	38
		Annual Report on Form 10-K, Item 1 – Cautionary Note Concerning Factors That May Affect Future Results	
201-3	Defined benefit plan obligations and other retirement plans	**Annual Report on Form 10-K**, Item 8 – Note 14: Pension and Postretirement Benefit Plans	
201-4	Financial assistance received from government	**Annual Report on Form 10-K**, Item 8 – Note 1: Significant Accounting Policies	
GRI 202	**Market Presence 2016**	-	-
3-3	Management of material topics	Communities	24

Disclosure number	Description	Cross-reference or direct answer	Page
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Employee programs	52
		Not applicable. Disclosure does not cover the specific impacts that make the topic material. 3M has an established process to assure our commitment to fair and equitable pay. Find more about our process in **the Compensation** and **the Employee programs** sections and our **Compensation and Talent Committee Charter**.	
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	Communities	24
203-1	Infrastructure investments and services supported	Communities	24
203-2	Significant indirect economic impacts	**ESG metrics**, Community engagement tab	
		Communities	24
GRI 204	**Procurement practices 2016**	-	-
3-3	Management of material topics	Suppliers	79
204-1	Proportion of spending on local suppliers	3M operates in countries around the world. Spend by region can be found in **ESG metrics**, Suppliers tab.	
		Suppliers	79
GRI 205	**Anti-corruption 2016**	-	-
3-3	Management of material topics	Corporate Code of Conduct	40
205-1	Operations assessed for risks related to corruption	Corporate Code of Conduct	40
205-2	Communication and training about anti-corruption policies and procedures	Corporate Code of Conduct	40
		Suppliers	79
205-3	Confirmed incidents of corruption and actions taken	Corporate Code of Conduct	40
		Confidentiality constraints. This information is considered business confidential: see **the Corporate Code of Conduct section** for additional information on our mechanism used to address and resolve corruption issues. Significant legal actions for non-compliance with laws and regulations would be discussed in our **Annual Report on Form 10-K**, Item 8 – Note 18: Commitments and Contingencies.	
GRI 206	**Anti-competitive behavior 2016**	-	-
3-3	Management of material topics	**Antitrust and Competition Principle**	
		Corporate Code of Conduct	40

Disclosure number	Description	Cross-reference or direct answer	Page
206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	**Antitrust and Competition Principle** Confidentiality constraints. This information is considered business confidential: see **the Corporate Code of Conduct section** for additional information on our mechanism used to address and resolve corruption issues. Significant legal actions for non-compliance with laws and regulations would be discussed in our **Annual Report on Form 10-K,** Item 8 – Note 18: Commitments and Contingencies.	
GRI 207	**Tax 2019**	-	-
3-3	Management of material topics	Corporate governance	34
207-1	Approach to tax	Corporate governance	34
207-2	Tax governance, control, and risk management	Corporate governance	34
207-3	Stakeholder engagement and management of concerns related to tax	Corporate governance	34
207-4	Country-by-country reporting	Confidentiality constraints. This information is considered business confidential.	
GRI 301	**Materials 2016**	-	-
3-3	Management of material topics	Circular materials	64
301-1	Materials used by weight or volume	Information unavailable/incomplete. Material weight or volume by nonrenewable and renewable categories for 3M's 55,000 products (not including intermediates) is currently not comprehensive. 3M is working to improve systems that help us collect this type of information. Find more about our efforts in **the Circular materials section**.	
301-2	Recycled input materials used	Information unavailable/incomplete. Percentage of recycled input materials used to manufacture 3M's more than 55,000 products (not including intermediates) is currently not comprehensive. 3M is working to improve systems that help us collect this type of information. Find more about our efforts in **the Circular materials section**.	
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. Find more about our efforts in **the Circular materials section**.	
GRI 302	**Energy 2016**	-	-
3-3	Management of material topics	Climate	70
302-1	Energy consumption within the organization	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: 3M historical metrics, environmental footprint; environmental performance, energy	128
302-2	Energy consumption outside of the organization	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: environmental performance, greenhouse gas	128

Disclosure number	Description	Cross-reference or direct answer	Page
302-3	Energy intensity	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: 3M historical metrics, environmental footprint; environmental performance, energy	128
302-4	Reduction of energy consumption	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: 3M historical metrics, environmental footprint; environmental performance, energy	128
302-5	Reductions in energy requirements of products and services	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: environmental performance, greenhouse gas	128
GRI 303	**Water 2018**	-	-
303-1	Interactions with water as a shared resource	Circular materials	64
		Metric tables: environmental performance, water	128
303-2	Management of water discharge-related impacts	Circular materials	64
		Environment, health, and safety management	57
303-3	Water withdrawal	**ESG metrics**, Environmental tab	
		Circular materials	64
		Metric tables: environmental performance, water	128
303-4	Water discharge	Water discharge and breakdown is not available at an aggregate level. Water discharge and related compliance is managed according to 3M policies at the site level. See **the Circular materials section** 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 3M policies at the site level. See **the Circular materials section** for additional information.	
GRI 304	**Biodiversity 2016**	-	-
3-3	Management of material topics	Circular materials	64
		Environment, health, and safety management	57
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 **the EHS management section** for more information.	

Disclosure number	Description	Cross-reference or direct answer	Page
304-2	Significant impacts of activities, products and services on biodiversity	Circular materials	64
		Environmental, health, and safety management	57
		Suppliers	79
304-3	Habitats protected or restored	Suppliers	79
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 **the EHS management section** for more information.	
GRI 305	**Emissions 2016**	-	-
3-3	Management of material topics	Climate	70
305-1	Direct (scope 1) GHG emissions	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: 3M historical metrics, environmental footprint; environmental performance, greenhouse gas	128
305-2	Energy indirect (scope 2) GHG emissions	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: historical metrics, environmental footprint; environmental performance, energy, and greenhouse gas	128
305-3	Other indirect (scope 3) GHG emissions	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: environmental performance, energy, and greenhouse gas	128
305-4	GHG emissions intensity	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: 3M historical metrics, environmental footprint; environmental performance, greenhouse gas	128
305-5	Reduction of GHG emissions	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: 3M historical metrics, environmental footprint; environmental performance, greenhouse gas	128
305-6	Emissions of ozone depleting substances (ODS)	Climate	70
		Confidentiality constraints. This information is considered business confidential: 3M internally tracks ODSs according to regulatory obligations and also accounts for them in our GHG calculations. See **the Climate section** for more information.	

Disclosure number	Description	Cross-reference or direct answer	Page
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	**ESG metrics**, Environmental tab	
		Climate	70
		Metric tables: 3M historical metrics, environmental footprint; environmental performance, air emissions	128
GRI 206	**Waste 2020**	-	-
3-3	Management of material topics	Circular materials	64
		Environmental, health, and safety management	57
306-1	Waste generation and significant waste-related impacts	Circular materials	64
306-2	Management of significant waste-related impacts	About report	103
		Circular materials	64
		Environmental, health, and safety management	57
306-3	Waste generated	**ESG metrics**, Environmental tab	
		Circular materials	64
		Metric tables: environmental performance	128
306-4	Waste diverted from disposal	**ESG metrics**, Environmental tab	
		Circular materials	64
		Metric tables: environmental performance	128
306-5	Waste directed to disposal	**ESG metrics**, Environmental tab	
		Circular materials	64
		Metric tables: environmental performance	128
GRI 308	**Supplier environmental assessment 2016**	-	-
3-3	Management of material topics	Suppliers	79
		Supplier Responsibility Code	
308-1	New suppliers that were screened using environmental criteria	Suppliers	79
		Supplier Responsibility Code	
308-2	Negative environmental impacts in the supply chain and actions taken	Suppliers	79
		Supplier Responsibility Code	
GRI 401	**Employment 2016**	-	-
3-3	Management of material topics	Employee programs	52

Disclosure number	Description	Cross-reference or direct answer	Page
401-1	New employee hires and employee turnover	**ESG metrics**, Employee demographics tab	
		3M does not classify divestiture turnover differently from other types of workforce reduction. In 2023, we conducted processes related to the spinoff of our Health Care business that affect our total turnover rate. For this reason, we are not providing the rate for 2023 but expect to report for 2024 in our 2025 Global Impact Report.	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee programs	52
401-3	Parental leave	Employee programs	52
GRI 402	**Labor/management relations 2016**	-	-
3-3	Management of material topics	Employee programs	52
402-1	Minimum notice periods regarding operational changes	Employee programs	52
GRI 403	**Occupational health and safety 2018**	-	-
3-3	Management of material topics	Environmental, health, and safety management	57
403-1	Occupational health and safety management system	Environmental, health, and safety management	57
403-2	Hazard identification, risk assessment, and incident investigation	Corporate Code of Conduct	40
		Environmental, health, and safety management	57
403-3	Occupational health services	Environmental, health, and safety management	57
403-4	Worker participation, consultation, and communication on occupational health and safety	Environmental, health, and safety management	57
403-5	Worker training on occupational health and safety	Environmental, health, and safety management	57
403-6	Promotion of worker health	Environmental, health, and safety management	57
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Environmental, health, and safety management	57
		Innovation management	85
403-8	Workers covered by an occupational health and safety management system	Employee programs	52
		Environmental, health, and safety management	57
403-9	Work-related injuries	**ESG metrics**, Employee health & safety tab	
		Environmental, health, and safety management	57
		Metric tables: health and safety; historical metrics, health and safety	128

Disclosure number	Description	Cross-reference or direct answer	Page
403-10	Work-related ill health	**ESG metrics**, Employee health & safety tab	
		Environmental, health, and safety management	57
		Metric tables: health and safety; historical metrics, health and safety	128
GRI 404	**Training and education 2016**	-	-
3-3	Management of material topics	Employee programs	52
404-1	Average hours of training per year per employee	Employee programs	52
404-2	Programs for upgrading employee skills and transition assistance program	Employee programs	52
404-3	Percentage of employees receiving regular performance and career development reviews	Employee programs	52
GRI 405	**Diversity and Equal Opportunity 2016**	-	-
3-3	Management of material topics	**3M Diversity, Equity & Inclusion (DEI) Report**	
		Corporate governance	34
		Diversity, equity, and inclusion	30
405-1	Diversity of governance bodies and employees	**3M Diversity, Equity & Inclusion (DEI) Report**	
		Board of Directors	
		Corporate governance	34
		Corporate Officers	
405-2	Ratio of basic salary and remuneration of women to men	**3M Diversity, Equity & Inclusion (DEI) Report**	
		Compensation	50
		Diversity, equity, and inclusion	30
GRI 406	**Non-discrimination 2016**	-	-
3-3	Management of material topics	Human rights	45
		Respectful Work Environment Principle	
406-1	Incidents of discrimination and corrective actions taken	Confidentiality constraints. This information is considered business confidential: See **the Corporate Code of Conduct section** 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 **Annual Report on Form 10-K**, Item 8 – Note 18: Commitments and Contingencies.	
GRI 407	**Freedom of association and collective bargaining 2016**	-	-
3-3	Management of material topics	**3M Supplier Responsibility Code**	
		Human rights	45
		Suppliers	79

Disclosure number	Description	Cross-reference or direct answer	Page
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	45
		Suppliers	79
		Supplier Responsibility Expectations	
GRI 408	**Child labor 2016**	-	-
3-3	Management of material topics	**3M Supplier Responsibility Code**	
		Human rights	45
		Suppliers	79
		Supplier Responsibility Expectations	
408-1	Operations and suppliers at significant risk for incident of child labor	Human rights	45
		Suppliers	79
		3M Supplier Responsibility Code	
GRI 409	**Forced or compulsory labor 2016**	-	-
3-3	Management of material topics	**3M Supplier Responsibility Code**	
		Human rights	45
		Suppliers	79
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	**3M Supplier Responsibility Code**	
		Human rights	45
		Suppliers	79
		Supplier Responsibility Expectations	
GRI 410	**Security practices 2016**	-	-
3-3	Management of material topics	Human rights	45
410-1	Security personnel trained in human rights policies or procedures	Human rights	45
GRI 411	**Rights of indigenous peoples 2016**	-	-
3-3	Management of material topics	**3M Supplier Responsibility Code**	
		Human rights	45
		Suppliers	79
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 people in 2023.	

Disclosure number	Description	Cross-reference or direct answer	Page
GRI 413	**Local communities 2016**	-	-
3-3	Management of material topics	Circular materials	64
		Climate	70
		Communities	24
		Environmental, health, and safety management	57
		Human rights	45
		Suppliers	79
413-1	Operations with local community engagement, impact assessments, and development programs	Circular materials	64
		Climate	70
		Communities	24
		Corporate Code of Conduct	40
		Customer-inspired innovation	93
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413-2	Operations with significant actual and potential negative impacts on local communities	Circular materials	64
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GRI 414	**Supplier social assessment 2016**	-	-
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414-1	New suppliers that were screened using social criteria	Suppliers	79
414-2	Negative social impacts in the supply chain and actions taken	Suppliers	79
GRI 415	**Public policy 2016**	-	-
3-3	Management of material topics	Corporate governance	34
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GRI 416	**Customer health and safety 2016**	-	-
3-3	Management of material topics	Innovation management **Product Safety, Quality, and Stewardship Principle**	85
416-1	Assessment of the health and safety impacts of product and service categories	Innovation management	85
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Significant legal actions for noncompliance with laws and regulations would be discussed in our **Annual Report on Form 10-K,** Item 8 – Note 18: Commitments and Contingencies.	
GRI 417	**Marketing and labeling 2016**	-	-
3-3	Management of material topics	Innovation management **Product Safety, Quality, and Stewardship Principle**	85
417-1	Requirements for product and service information and labeling	Innovation management	85
417-2	Incidents of non-compliance concerning product and service information and labeling	Significant legal actions for noncompliance with laws and regulations would be discussed in our **Annual Report on Form 10-K,** Item 8 – Note 18: Commitments and Contingencies.	
417-3	Incidents of non-compliance concerning marketing communications	Significant legal actions for noncompliance with laws and regulations would be discussed in our **Annual Report on Form 10-K,** Item 8 – Note 18: Commitments and Contingencies.	
GRI 418	**Customer privacy 2016**	-	-
3-3	Management of material topics	**3M Global Privacy Policy** **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 **Annual Report on Form 10-K,** Item 8 – Note 18: Commitments and Contingencies.	

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Sustainability Accounting Standards Board

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For additional details on SASB integration for this report, see **the About report section.**

Assurance statement

APEX

INDEPENDENT ASSURANCE STATEMENT

To: Stakeholders of 3M Corporation

Introduction and objectives of work

Apex Companies, LLC (Apex) was engaged by 3M Corporation (3M) to conduct independent assurance of its 3M 2024 Global Impact Report (the Report). This assurance statement applies to the related information included within the scope of work described below and within the boundaries specified in the Report. The intended users of the assurance statement are the stakeholders of 3M. The overall aim of this process is to provide assurance to 3M's stakeholders on the accuracy, reliability and objectivity of the information included in the Report as described in the scope of work. The assurance process also evaluated 3M's management of sustainability in accordance with the principles of inclusivity, materiality, responsiveness, and impact.

The information that was assured and its presentation in the Report are the sole responsibility of the management of 3M. Apex was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on its content.

Scope of work

3M requested Apex to include in its independent assurance the following:

- Data included in the Report for the calendar year 2023 reporting period as shown in the attached Summary of Assured Information;

- Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyze and review the data subject to the assurance process; and

- Evaluation of the Report in accordance with the Assurance Standard AA1000AS v3[1] Type 2 assurance.

Excluded from the scope of our work is any assurance of information relating to:

- Text or other written statements associated with the Report;

- Activities outside the defined assurance period; and

- Financial data and data reported that are not included in the Summary of Assured Information.

Reporting Criteria

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2 Greenhouse Gas Emissions)

- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3 Greenhouse Gas Emissions)

- GRI Universal Standards for the assured metrics

- 3M data collection and reporting protocol.

Methodology

Apex undertook the following activities during the assurance process:

1. Interviews with relevant personnel of 3M (including managers and staff members at the corporate and site level);

2. Review of internal and external documentary evidence produced by 3M;

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[1] Published by AccountAbility: The Institute of Social and Ethical Accountability

3. Audit of performance data presented in the Report including a detailed review of a sample of data;

4. In-person facility visits for manufacturing sites located in Brockville, Ontario, Canada, Cordova, Illinois, Knoxville, Iowa and virtual facility visits of Aycliffe, United Kingdom, Tilloy, France, and Chiba (Togane) Japan;

5. Virtual and remote review at 3M headquarters office located in Maplewood, Minnesota; and

6. Review of 3M information systems for data collection, aggregation, analysis and internal verification and review.

The work was planned and carried out to provide a Type 2 moderate level of assurance and we believe it provides a sound basis for our conclusions.

Our findings

On the basis of our methodology and the activities described above:

▪ Nothing has come to our attention to indicate that the reviewed information within the scope of our assurance is not materially correct in accordance with the Reporting Criteria.

▪ It is our opinion that 3M has established appropriate systems for the collection, aggregation and analysis of quantitative data, including energy use, direct and indirect greenhouse gas (GHG) emissions, water usage, water quality discharge, waste quantities and disposition, injury and illness rate, lost day rate, severity rate, training instances, employment metrics, supplier metrics, diversity metrics, community investment, virgin plastic reduction and the 3M Sustainability Value Commitment.

A summary of data within the scope of assurance for the 2023 reporting year is attached.

Adherence to the AA1000 Accountability Principles

Based on the work undertaken during this assurance process, we are of the opinion that 3M adheres to the Accountability Principles of inclusivity, materiality, responsiveness, and impact as discussed below.

Inclusivity

Based on discussions with 3M, their processes appear to be inclusive of stakeholders. Team member communication is initiated through Yammer from the Employee Sustainability Group. The Research and Development Technical Forum has various chapters within 3M including Circularity, Climate, Sustainable Material, Sustainable Packaging and Social Justice working groups. 3M is active soliciting input from government affairs and is initiating an Environmental Justice Summit with peer companies. 3M supports a wide range of activities including the Docuseries on Green Jobs, STEM programs and Skilled Trades. It provides strong support of STEM programs and programs supporting underrepresented groups.

Materiality

During the 2022 materiality assessment stakeholders indicated that 3M should take a leadership role in environmental and social topics. The Chief Technology Officer and Chief Sustainability Officer report annually to the Board's Science, Technology and Sustainability Committee regarding sustainability efforts. In addition, corporate leadership appear to support embedding sustainability principles throughout the company. In addition, 3M has set targets that reflect the material subjects and new products requiring a Sustainability Value Commitment as well as water quality discharge improvements. An update of the full materiality assessment that will include more stakeholder interviews has been initiated in 2024.

Responsiveness

3M receives questions regarding sustainability from customers, investors, institutainal investors, non-governmental organizations and others through various channels. 3M has engaged enterprise risk, finance, tax, Corporate Audit and other teams across the organization to better align with future integrated reporting. The company has developed guidance for responding to customer inquiries on sustainability issues and uses this guidance for responding to other groups as well. Responses to external reporting surveys are coordinated by the corporate sustainability group. Each business group also has sustainability leads who assist with responding to stakeholders.

Impact

3M operates under appropriate processes to understand, measure, evaluate and manage the organization's impacts related to material topics. 3M ensures these processes are documented and integrated into the organization. 3M has set targets for 2025 and reviews performance against those targets to measure impact via a centrally viewable dashboard. The measurement is recorded on an internal dashboard that allows for illustration and evaluation of metrics throughout the year. 3M continues to measure impact through developing a Sustainability Value Commitment for new products, development of product comparisons with respect to decreases in GHG emissions during use phase of products, and evaluation of impacts of community engagement and support. 3M also measures impacts of grants to underserved populations and STEM through collection of information regarding the populations that are served provided by the supported organizations. The Ventures arm of 3M is focusing on carbon capture and 3M's role in climate technology such as EV and energy conservation. 3M has committed to near term targets for SBTi and evaluating frameworks such as ISO Net Zero Guidelines.

Key Observations for 2023

▪ Data systems at 3M allow for consolidation and review of environmental, safety, energy, training, and supply chain data at the corporate level for reporting. Automatic data compilation from the site level and other data sources assist with accurate data collection and compilation. Internal quality control is implemented to review data quality. Data are available on a dashboard allowing review and comparisons within 3M throughout the year. Data for most metrics are updated on the dashboard for review internally on a quarterly basis.

3M continues to collect new information and update calculations for more complete and accurate reporting of metrics.

▪ 3M has made commitments to decrease the overall carbon footprint with a goal of eventually achieving carbon neutrality as evidenced by continuing to purchase power from renewable sources for the corporate and manufacturing facilities, installation of renewable energy production on 3M sites, as well as obtaining associated renewable energy credits for the direct procurement of renewable electricity.

▪ 3M has reached out globally to present a wide variety of training opportunities to targeted audiences.

▪ 3M has begun reporting against a new target for comparing changes in certain waste water discharge water quality parameters.

▪ Community outreach and support is aligned with the 3M sustainability pillars to demonstrate overall commitment and direction to social and sustainability goals. Corporately, 3M provides funding to targeted non-profit organizations in the U.S. footprint. 3M engagement extends to the facility level and local communities globally.

▪ 3M has committed to diversity and inclusion within its workforce and in community support. 3M measures impacts of grants to underserved populations and STEM through collection of information regarding the specific activities provided and performed and the populations that are served by the supported organizations.

Statement of independence, integrity and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the assurance team has a business relationship with 3M, its Directors or Managers beyond that required of this assignment. We conducted this assurance independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 30 years combined experience in this field and an excellent understanding of Apex's standard methodology for the Assurance of Sustainability Reports.

Attestation:

John A. Rohde, Lead Verifier
Lead Assuror
Lakewood, Colorado

David Reilly, Technical Reviewer
Technical Reviewer
Santa Ana, California

Apex Companies, LLC
Denver, Colorado
March 11, 2024

AA1000
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000-54/V3-2KPK3

Summary of Assured Information
Reporting Year 2023
3M Company

APEX

Demographic Metrics	Units	Value
Total Global Full-time Equivalent (Headcount)	Total Number	84,900
Total Global Employees at Year-End (Headcount)	Total Number	85,300
Total Number Part-Time Employees	Total Number	1,400
Total Number Part-Time Female Employees	Total Number	1,000
Total Number Full-Time Employees	Total Number	83,900
Total Number Full-Time Female Employees	Total Number	30,900
Percentage of Female Employees to Total Employees	%	37.4
Percentage of Female Employees in Management Positions	%	35.7
Percentage of females on 3M Board of Directors	%	33.3
Global diversity index: % diversity in management	%	45.1
% Underrepresented Groups in 3M U.S. Workforce (entry-level to management)	%	8.98
% Underrepresented groups in 3M U.S. Workforce (management)	%	6.33

Health and Safety Metrics	Units	Value
Global Lost Time Incident Rate	Per 100 3M employees (200,000 work hours)	0.528
Global Recordable Incident Rate	Per 100 3M employees (200,000 work hours)	1.37
Work Related Fatalities - 3M Employees	Total Number	1
Work Related Fatalities - 3M Contractors	Total Number	0
Work Related Fatalities - Total Number	Total Number	1

Waste Metrics	Units	Value
Zero Landfill	% of Total Manufacturing Sites	45.9%
Waste Disposed: Landfill, Treatment and Incineration (Absolute)	Metric Tons	152,000
Waste by Disposal Type, Treatment and Incineration	Metric Tons	61,900
Waste by Disposal Type, Landfilled	Metric Tons	90,500
Total Hazardous Waste (Absolute)	Metric Tons	56,600
Total Nonhazardous Waste (Absolute)	Metric Tons	179,000
Total Waste Diverted (Absolute)	Metric Tons	259,000
Waste-to-Energy	Metric Tons	83,000
Onsite Recycle & Reuse	Metric Tons	30,900
Offsite Reuse	Metric Tons	28,800
Offsite Recycle	Metric Tons	117,000

Water Metrics	Units	Value
Total Water Use (Absolute)	Million Cubic Meters	34.8
Sites located in Water Stress/Scarce Areas; water sources significantly affected by withdrawal of water with water conservation planning efforts	Total Number	16
Water Quality Improvement 2022 - compared to 2019 baseline	Percent	79.3
Water quality Improvement 2023- compared to 2019 baseline	Percent	84.6

Supplier Responsibility Metrics	Units	Value
Total Number of Suppliers	Total Number	55,200
Total Number of Supplier Reviews	Cumulative Number since 2008	8,610

Energy Metrics	Units	Value
Total Energy Use (Absolute)	MWh	7,510,000
Total Fuel Oil #1, #2, #4, #6	MWh	119,000
Total Jet Fuel	MWh	28,700
Total Propane	MWh	25,700
Total Gasoline and Diesel	MWh	30,400
Total Coal	MWh	0
Total Natural Gas	MWh	4,320,000
Total Electricity Consumption	MWh	2,810,000
Total Steam Consumption	MWh	256,000
Total Hot Water	MWh	4,400
Renewable Energy	% Total Electricity Use	56.2

Other Metrics	Units	Value
Customer GHG Avoidance through 3M Product Use - Cumulative since 2015	Million Metric Tons CO2e	135
Total Training Instances - Cumulative total since 2017		8,440,000
Percent New Projects Passing a "Gate" with Sustainability Value Commitment		100%
3M Skill-based Volunteerism - Cumulative since 2019		108,000
STEM and Skilled trades learning experiences for underrepresented individuals - 2022-2023 school year		2,280,000
Investing in Racial Equity Advancements Cumulative since 2020		$39,400,000
Virgin Fossil-based Plastic Reduction - Cumulative since 2021	pounds	69,800,000

Air Emissions Metrics	Units	Value
Absolute Scope 1 Emissions (Direct)	Metric Tons CO2e	2,350,000
Absolute Scope 2 Location-based Emissions (Indirect)	Metric Tons CO2e	1,300,000
Absolute Scope 2 Market-based Emissions (Indirect)	Metric Tons CO2e	702,000
Absolute Scope 1 and Scope 2 Market-based Emissions (Indirect)	Metric Tons CO2e	3,050,000
Total Scope 3 GHG Emissions (Upstream)	Metric Tons CO2e	8,790,000
Total Scope 3 GHG Emissions (Downstream)	Metric Tons CO2e	786,000
Category 1 - Purchased Goods and Services	Metric Tons CO2e	6,300,000
Category 2 - Capital Goods	Metric Tons CO2e	391,000
Category 3 - Fuel and Energy Related Activities	Metric Tons CO2e	461,000
Category 4 - Upstream Transportation and Distribution	Metric Tons CO2e	1,220,000
Category 5 - Waste Generated in Operations	Metric Tons CO2e	182,000
Category 6 - Business Travel	Metric Tons CO2e	31,400
Category 7 - Employee Commuting	Metric Tons CO2e	208,000
Category 9 - Downstream Transportation and Distribution	Metric Tons CO2e	786,000
Category 13 - Downstream Leased Assets	Metric Tons CO2e	<1,000
Biogenic - Scope 1 and Scope 3	Metric Tons CO2e	103,000
Total Volatile Organic Compound Emissions (Absolute)	Metric Tons	3,740

Metric tables

Values listed have been rounded up or down from the actual values. Calculated data uses the full precision of the number except where annual and historical percent change is calculated. For additional metrics and more details on boundary and scope of metrics, see our **ESG metrics**.

In addition to metrics included in this report, supplementary metrics can be found in our accompanying ESG metric (.xls) file, including environmental, social, and governance metrics, charts, and a glossary of terms.

Values reflect calendar years, which align with 3M's fiscal years. Where attainable and justified, metrics are rounded to three significant figures. Some totaled metrics may not match metrics summed together after rounding. Restatements are made when changes are + or - 5% of the original data point. For additional details about organizational boundaries, data collection, adjustments, and verification, see **the About report section**.

Employee demographics

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Global full-time equivalent employees	Total number	84,900	91,600	94,700	-7.31	
Global employee (headcount)	Total number	85,300	92,100	95,300	-7.38	
Full-time employees	Total number	83,900	90,500	93,600	-7.29	
Full-time female employees	Total number	30,900	32,900	34,000	-6.08	
Part-time employees	Total number	1,400	1,650	1,730	-15.2	
Part-time female employees	Total number	1,000	1,100	1,180	-9.09	
Female employees to total employees	%	37.4	36.9	37.0	0.500	Full- and part-time.
Female employees in management positions	%	35.7	36.0	34.1	-0.300	
Females on 3M Board of Directors	%	33.3	38.5	36.4	-5.20	
Pay equity	%	100	100	100	0.00	3M has achieved 100% gender pay equity across all of our global regions and 100% pay equity in the U.S. for racial/ethnic groups.
Global diversity index: % diversity in management	%	45.1	45.1	44.5	0.00	Global diversity includes gender, race/ethnicity, nationality, people with disabilities, U.S. military veterans, and people who identify as lesbian, gay, bisexual, transgender, questioning, and intersex (LGBTQI+). Baseline year is 2015 (32.6%) and goal is 65.2%.

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Underrepresented groups in our U.S. workforce (entry-level through management)	%	8.98	9.02	8.58	-0.0400	3M job grades 7 to 17. Underrepresented groups (URG) is defined as Black/African American and Hispanic/Latino employees. Double the representation of URGs from entry level through management in our U.S. workforce. Baseline year is 2020 and goal is 16.2%.
Underrepresented groups in our U.S. workforce (management)	%	6.33	6.39	6.19	-0.0600	Subset of above. 3M job grades 13 to 17. Underrepresented groups is defined as Black/African American and Hispanic/Latino employees. Double the representation of URGs in management positions in our U.S. workforce. Baseline year is 2020 and goal is 11.2%.

Financial performance

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Net sales	Million $USD	32,700	34,200	35,400	-4.39	For additional financial metrics please see **3M's Annual Report on Form 10-K**.

Community engagement

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Total global giving	Million $USD	70.2	82.1	88.5	-14.6	
Total cash donations	Million $USD	40.1	50.0	41.5	-19.8	
Total in-kind donations	Million $USD	30.1	32.1	47.0	-6.54	
Investing in racial equity advancements	Cumulative million $USD	39.4	26.4	14.8		Cumulative total since 2020.
STEM and skilled trades learning experiences for underrepresented individuals	Cumulative learning instances	2,280,000	1,040,000			Cumulative total since 2021-22 school year; underrepresented groups in STEM aligns with the US National Science Foundation (NSF) definition and includes women, African American or Black, Hispanic or Latino, Native American or Alaska Native, and persons with disabilities.
Skills-based volunteerism	Cumulative volunteer hours	108,000	81,800	51,700		Cumulative total since 2019.

Environmental performance

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Sustainability Value Commitment						
New project passing a "gate" with a Sustainability Value Commitment	%	100	100	100	0.00	
Plastic reduction						
Virgin fossil-based plastic reduction	Cumulative million pounds	69.8	45.7	18.9		Cumulative total since 2021.
Greenhouse gas[1]						
Customer GHG reduction through use of various 3M product platforms	Cumulative million metric tons CO_2e	135	121	100		Cumulative total since 2015.
Scope 1 emissions (direct)	Metric tons CO_2e	2,350,000	2,420,000	2,980,000	-2.89	
Scope 2 location-based emissions (indirect)	Metric tons CO_2e	1,300,000	1,460,000	1,590,000	-11.0	
Scope 1 and 2 location-based emissions indexed to sales	Metric tons CO_2e per net sales (million $USD)	112	113	129	-0.885	
Scope 2 market-based emissions (indirect)	Metric tons CO_2e	702,000	925,000	992,000	-24.1	
Scope 1 and 2 market-based emissions indexed to sales	Metric tons CO_2e per net sales (million $USD)	93.3	97.8	112	-4.60	
Total scope 1 and 2 GHG emissions: market-based accounting	Metric tons CO_2e	3,050,000	3,340,000	3,970,000	-8.68	
Reduction scope 1 and scope 2 market-based emissions	%	43.2	37.8	26.1	5.40	Baseline year 2019.
Total scope 3 emissions (upstream)	Metric tons CO_2e	8,790,000	10,700,000	10,100,000		Includes scope 3 categories 1 through 7.
Total scope 3 emissions (downstream)	Metric tons CO_2e	786,000	936,000	1,470,000		Includes scope 3 category 9 only.
Scope 3, category 1 (purchased goods and services)	Metric tons CO_2e	6,300,000	7,810,000	6,970,000	-19.3	In 2022, methodology changed to account for inflationary impacts to the US EPA EEIO emission factors used. 2021 results were recalculated based on this change.

1. The data reported is in accordance to the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Estimated scope 3 data uncertainty is ±50% (WRI/WBCSD, GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, 2011). A baseline reporting year had not been established for scope 3 emissions. Scope of boundary for the GHG metric is determined using the control approach to GHG emission accounting as defined in the GHG Protocol Corporate Reporting and Accounting Standard. Net GHG emissions based on the categories evaluated. Due to change in boundaries, scope 3 upstream emissions should not be compared on a year-on-year basis. Additional changes occurred to calculation methods for scope 1 and 2 limiting comparison between reporting year 2018 and other inventory years. See **the About report section** for additional information.

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Greenhouse gas[1] (cont.)						
Scope 3, category 2 (capital goods)	Metric tons CO_2e	391,000	474,000	432,000	-17.5	In 2022, methodology changed to account for inflationary impacts to the US EPA EEIO emission factors used. 2021 results were recalculated based on this change.
Scope 3, category 3 (fuel and energy related activities; not including scope 1 or scope 2 emissions)	Metric tons CO_2e	461,000	439,000	488,000	5.01	Calculated from 3M primary data on energy consumption.
Scope 3, category 4 (upstream transportation and distribution)	Metric tons CO_2e	1,220,000	1,490,000	1,720,000	-18.1	Does not include emissions from transportation of raw materials from suppliers. In 2022, methodology changed to improve data quality and accuracy. 2021 results were recalculated based on this change.
Scope 3, category 5 (waste generated in operations)	Metric tons CO_2e	182,000	199,000	152,000	-8.54	Calculated from 3M primary data on waste by facility size or number of employees. The Cottage Grove Incinerator was closed at the end of 2021, resulting in a transfer of emissions from those waste streams from the scope 1 to scope 3 boundary. 2021 results have not yet been recalculated to account for this shift in emissions.
Scope 3, category 6 (business travel)	Metric tons CO_2e	31,400	31,500	20,500	-0.317	Calculated from 3M primary data on business travel. In 2022, boundary was expanded to include personal car mileage traveled for business purposes. 2021 results were recalculated based on this change.
Scope 3, category 7 (employee commuting)	Metric tons CO_2e	208,000	261,000	357,000	-20.3	In 2022, boundary was expanded to include contingent workers regularly reporting to a 3M location. 2021 results were recalculated based on this change. Remote work practices were incorporated into the methodology beginning in 2022.
Scope 3, category 8 (upstream, leased assets)	Metric tons CO_2e					These emissions are included in scope 1 and 2 because they are all under 3M operational control.
Scope 3, category 9 (downstream transportation and distribution)	Metric tons CO_2e	786,000	936,000	1,470,000	-16.0	Methodology developed in 2019. See **the Climate section** for more information. In 2022, methodology changed to improve data quality and accuracy. 2021 results were recalculated based on this change.
Scope 3, category 10 (processing of sold products)	Metric tons CO_2e					Most of 3M's products are intermediates with many potential end uses. According to the GHG Protocol Scope 3 Calculation and Guidance, a company that produces intermediate products with many potential downstream applications, each with a potentially different GHG emission profile, cannot reasonably estimate the downstream emissions associated with the various end uses of the intermediate products. See **the Climate section** for more information.

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Greenhouse gas[1] (cont.)						
Scope 3, category 11 (use of sold products)	Metric tons CO_2e					Most of 3M's products are intermediates with many potential end uses. According to the GHG Protocol Scope 3 Calculation and Guidance, a company that produces intermediate products with many potential downstream applications, each with a potentially different GHG emission profile, cannot reasonably estimate the downstream emissions associated with the various end uses of the intermediate products. See **the Climate section** for more information.
Scope 3, category 12 (end of life treatment of sold products)	Metric tons CO_2e					Most of 3M's products are intermediates with many potential end uses. According to the GHG Protocol Scope 3 Calculation and Guidance, a company that produces intermediate products with many potential downstream applications, each with a potentially different GHG emission profile, cannot reasonably estimate the downstream emissions associated with the various end uses of the intermediate products. See **the Climate section** for more information.
Scope 3, category 13 (downstream leased assets)	Metric tons CO_2e	<1,000	<1,000	<1,000		
Scope 3, category 14 (franchises)	Metric tons CO_2e	0	0	0		No franchises under this scope of boundary.
Scope 3, category 15 (investments)	Metric tons CO_2e	0	0	0		No investments under this scope of boundary.
Biogenic CO_2e emissions	Metric tons CO_2e	103,000	120,000	2,560	-14.2	Scope 1 and scope 3 biogenic emissions are included in 2022 and 2023 total. Before 2022 only scope 3 biogenic emissions were calculated.
Air emissions						
Total volatile organic compound emissions	Metric tons	3,740	4,060	4,100	-7.88	
Total volatile organic compounds emissions (indexed to net sales)	Metric tons per net sales (million $USD)	0.114	0.119	0.116	-4.20	
Energy[2]						
Total energy use	MWh	7,510,000	8,190,000	8,370,000	-8.30	Total won't match exactly to categories below. Onsite nonrenewable generated electricity is counted in electricity consumption and natural gas consumption below.
Natural gas	MWh	4,320,000	4,650,000	4,730,000	-7.10	
Electricity consumption	MWh	2,810,000	3,100,000	3,200,000	-9.35	
Renewable electricity	MWh	1,580,000	1,610,000	1,520,000	-1.86	
Nonrenewable electricity	MWh	1,230,000	1,490,000	1,680,000	-17.4	

2. Scope of boundary for the energy metric includes 3M manufacturing locations and other locations larger than 30,000 square feet. Additional scope information can be found in **the About report section**.

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Energy² (cont.)						
Steam consumption	MWh	256,000	300,000	296,000	-14.7	
Fuel oil #1, #2, #4, #6	MWh	119,000	145,000	147,000	-17.9	
Propane	MWh	25,700	29,000	37,000	-11.4	
Gasoline and diesel	MWh	30,400	33,100	31,300	-8.16	
Jet fuel	MWh	28,700	17,100	6,070	67.8	
Hot water	MWh	4,400	1,890	4,800	133	
Coal	MWh	0	0	0		3M does not use coal in its operations.
Total energy (indexed to net sales)	MWh per net sales (million $USD)	230	239	236	-3.77	
Improved energy efficiency	%	16.4	13.1	14.2	3.30	Indexed to net sales (million $USD), baseline year 2015.
Renewable electricity	% of total electricity use	56.2	51.9	47.6	4.30	
Total heating consumption	MWh	4,730,000	5,130,000	5,220,000	-7.80	
Waste³						
Total waste	Metric tons	412,000	460,000	492,000	-10.4	Includes waste disposed and waste diverted.
Waste disposed	Metric tons	152,000	177,000	168,000	-14.1	
Incineration and treatment	Metric tons	61,900	67,800	62,300	-8.70	
Landfill	Metric tons	90,500	110,000	105,000	-17.7	
Waste diverted	Metric tons	259,000	284,000	324,000	-8.80	
On-site recycle and reuse	Metric tons	30,900	42,700	53,600	-27.6	Does not include onsite recycle and reuse from 3M's industrial mineral product (IMP) division.
Offsite reuse	Metric tons	28,800	32,000	32,400	-10.0	Does not include offsite reuse from 3M's industrial mineral product (IMP) division.
Offsite recycle	Metric tons	117,000	122,000	142,000	-4.10	Does not include offsite recycle from 3M's industrial mineral product (IMP) division.
Waste-to-energy	Metric tons	83,000	86,200	96,200	-3.71	
Hazardous waste	Metric tons	56,600	58,100	58,000	-2.58	Includes waste-to-energy, incineration, and landfilled waste.
Nonhazardous waste	Metric tons	179,000	206,000	206,000	-13.1	Includes waste-to-energy, incineration, and landfilled waste.
Deep well injection	Metric tons					Per 3M's Waste Management Program Standard, deep well injection is not acceptable waste.

3. Scope of boundary for the waste metric includes 3M manufacturing locations with total output over 4.54 metric tons per year (10,000 pounds). Additional scope information can be found in **the About report section**.

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Waste³ (cont.)						
Zero waste to landfill	% of total manufacturing sites	45.9	44.9	45.2	2.23	
Waste disposed (indexed to net sales)	Metric tons per net sales (million $USD)	4.65	5.18	4.75	-10.2	
Waste reduction in manufacturing	%	10.7	0.576	8.83	10.1	Indexed to net sales (million $USD), baseline year 2015.
3M transfer value of shipments (TVOS) encompassed by total waste	%	97	99	99		Scope of boundary for the waste metric includes 3M manufacturing locations with total output over 4.54 metric tons per year (10,000 pounds). Additional scope information can be found in **the About report section**.
Water⁴						
Water quality improvement	%	84.6	79.3		5.30	See the Glossary tab of **ESG metrics**.
Total water use	Million cubic meters	34.8	37.3	41.4	-6.70	
Total water use (indexed to net sales)	Million cubic meters per net sales (million $USD)	0.00106	0.00109	0.00117	-2.75	
Increase in water efficiency	%	19.1	16.8	10.7	2.31	Indexed to net sales (million $USD), baseline year 2019. In 2021, 3M expanded the water efficiency goal to reduce global water usage: 10% by 2022, 20% by 2025, and 25% by 2030.
Sites located in water stress/scarce areas; water sources significantly affected by withdrawal of water with water conservation planning efforts	Total number	16	17	17	-5.88	Water stressed or scarce areas includes 3M locations with annual water use equal to or greater than 1,000 cubic meters in water-stressed areas defined as extremely high baseline water stressed according to the World Resources Institute (WRI) Aqueduct tool.

4. Scope of boundary for the water metric includes 3M manufacturing locations with total output over 4.54 metric tons per year (10,000 pounds). Additional information can be found in **the About report section**.

Health and safety

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Global lost time incident rate	Per 100 3M employees (200,000 work hours)	0.528	0.451	0.397	17.2	
Global recordable incident rate	Per 100 3M employees (200,000 work hours)	1.37	1.27	1.14	7.52	
Work related fatalities - total number	Total number	1	2	1		
Work related fatalities - 3M employees	Total number	1	1	1		
Work related fatalities - 3M contractors	Total number	0	1	0		
Health and Safety Training Academies	Cumulative customer training instances	8,440,000	4,910,000	2,950,000		Cumulative total since 2017.

Supplier responsibility

Metric	Metric units	RY-2023	RY-2022	RY-2021	2022-2023 annual change, %	Boundary & scope
Suppliers	Total number	55,200	55,100	60,700	0.181	
Total number of supplier reviews	Cumulative number	8,610	8,320	7,870		Cumulative total since 2008.

3M historical metrics

Metric	Metric units	RY-2023	RY-2020	RY-2015	RY-2010	RY-2005	RY-2002	Historical reporting change (%)
Environmental footprint								
Scope 1 emissions (direct)[5]	Metric tons CO_2e	2,350,000	3,600,000	3,770,000	4,280,000	10,100,000	16,800,000	-86.0
Scope 2 location-based emissions (indirect)[5]	Metric tons CO_2e	1,300,000	1,680,000	1,860,000	1,940,000	1,700,000	1,540,000	-15.6

5. 2012-2016 U.S. EPA GHG-MRR/IPCC AR5 based inventory accounting is not directly comparable to 2002-2011 WRI/IPCC TAR, AR4 based GHG accounting. 2002 inventory recalculated according to U.S. EPA GHG-MRR/IPCC AR5 methodology (2.7% increase in absolute emissions over original reported value).

Metric	Metric units	RY-2023	RY-2020	RY-2015	RY-2010	RY-2005	RY-2002	Historical reporting change (%)
Environmental footprint (cont.)								
Scope 1 and scope 2 location-based emissions[5]	Metric tons CO_2e	3,650,000	5,280,000	5,630,000	6,220,000	11,800,000	18,300,000	-80.1
Scope 1 and scope 2 location-based emissions (indexed to net sales)	Metric tons CO_2e per net sales (million \$USD)	112	164	186	233	557	1,120	-90.0
Reduction scope 1 and scope 2 location-based emissions (metric tons CO_2e, baseline year 2002)[6]	%	90.0	71.1	69.2	66.0	35.5		
Total volatile organic compound emissions	Metric tons	3,740	3,800	4,840	6,070	6,800		-45.0
Total volatile organic compounds emissions (indexed to net sales)	Metric tons per net sales (million \$USD)	0.114	0.118	0.160	0.228	0.321		-64.5
Total energy use	MWh	7,510,000	8,070,000	8,320,000	7,860,000	8,170,000		-8.08
Total energy (indexed to net sales)	MWh per net sales (million \$USD)	230	251	275	294	385		-40.3
Waste disposed: landfill, treatment, and incineration[7]	Metric tons	152,000	151,000	158,000	136,000	145,000		4.83
Waste disposed: landfill, treatment, and incineration (indexed to net sales)	Metric tons per net sales (million \$USD)	4.65	4.69	5.21	5.09	6.84		-32.0
Total hazardous waste	Metric tons	56,600	58,300	45,600	42,300	47,700		18.7
Total nonhazardous waste	Metric tons	179,000	182,000	172,000	134,000	132,000		35.6
Total water use	Million cubic meters	34.8	44.7	42.2	43.0	49.0		-29.0
Total water use (indexed to net sales)	Million cubic meters per net sales (million \$USD)	0.00106	0.00139	0.00139	0.00161	0.00231		-54.1
Health and safety								
Global lost time incident rate	Per 100 3M employees (200,000 work hours)	0.528	0.331	0.321	0.364	0.594		-11.0
Global recordable incident rate	Per 100 3M employees (200,000 work hours)	1.37	0.967	1.22	1.56	1.85		-26.2

6. An assessment was done in 2023 to calculate accumulated changes since 2019. The changes include structural, methodological, and data changes. The results show a total accumulated impact of less than a 2% scope 1 and 2 GHG emission reduction with 2002 or 2019 as the reference year. These changes, as well as others that result from the spinoff of the Health Care business, will be reported after the spinoff.

7. Starting in 2016, waste disposed and waste by disposal type does not include waste-to-energy. Total hazardous and total nonhazardous waste includes waste-to-energy.

3M