

In addition to making the company more competitive from an economic viewpoint (primarily through waste reduction), the VNRI places the company in a better position to carry out its policy of always operating within current (and future) regulations in Canada and in over 60 other countries.

In concert with a doubling of export sales over the last 10 years, 3M Canada has been able to attract considerable investment capital from the parent company to upgrade and expand existing plants and to locate new plants in Canada.

### **Conclusions**

3M Canada's 3P Program is an integral part of the company's ethic and way of doing business. Besides saving money and enabling 3M to meet environmental objectives and to exceed regulatory requirements, the program enables it to win significant inter-company exports and investment capital which are critical to the ongoing health of the business.

3M shows no signs of dropping the 3P Program. Claiming a commitment to the concept of sustainability – producing more with fewer resources and less environmental impact – 3M will continue to initiate new voluntary environmental programs and set even more aggressive goals as it moves into the twenty-first century.

3M Canada should be looked at in the context of 3M globally. Environmental targets stemming from the 3P Program are voluntary for 3M globally. For each internal 3M unit, including 3M Canada, participation in the 3P Program and progress toward overall company environmental targets are important performance measurements.

There is no doubt that 3P is an effective program to achieve environmental objectives efficiently. It also encourages innovation and continual improvement. Its impact on trade and investment competitiveness in an inter-company setting are positive.

### **References**

Doug Ferguson, 3M Canada  
3M Canada 1996 and 1997 Environmental Reports