



3M 2020 Global Diversity, Equity & Inclusion Report



Holding ourselves accountable

3M has a proud history of putting our people first. As a global company, we are diverse by our very nature, but we are also intentional about making 3M a place that is inclusive: we welcome, accept and celebrate our true selves.

That is why, when there are moments that run counter to who we are, we listen, understand and act. In May of last year, George Floyd was killed in Minneapolis. That moment hurt all of us and challenged our spirit. We were

outraged. Our Black/African American colleagues were devastated. We knew this time had to be different.

3Mers around the globe shared their personal experience around issues of race in an open, courageous, and vulnerable way. Hard words. Uncomfortable truths. These resonated with me personally. We listened intently because we wanted to understand what we could do as individuals and as a company to promote racial justice and equity.

We took actions — in our communities, in our company and in our hearts — to do more to improve diversity, equity and inclusion, which are not only core to 3M’s values, but critical to our business objectives. We have more voices represented at the table, an environment where those voices are heard and valued, and we innovate in meaningful ways to meet the needs of our diverse consumers and markets.

Transparency and accountability are hallmarks of 3M and are at the core of our first-ever Global Diversity, Equity & Inclusion Report. We know we have work to do and our commitment to transparency is a critical part of the journey ahead.

For 3M, and for me, this journey started with listening and seeking to understand and now must transition to meaningful action and lasting change. We are ready to do our part.

Mike Roman
(he/him/his)
3M Chairman of the Board
and Chief Executive Officer

Building on our momentum

There is significant strength in truth. Truth in science. Truth in numbers. Truth in the voices of our 3Mers, community partners and customers.

2020 pushed us mentally, physically and emotionally to places we never expected. We experienced an awakening and grappled with complex and challenging topics that required even more difficult conversations.

3M’s first-ever Global Diversity, Equity & Inclusion Report shares how 3Mers are speaking up respectfully about their experiences, pushing the world to change and giving their peers the room to pause, listen, understand and act with positive intent.

We also want to be more transparent about the diversity of our workforce and what the future holds at 3M. We know we need to take bigger, bolder steps so that our workforce will better reflect the diversity in our communities. As we build on our momentum, we have set new goals and standards that we will hold ourselves accountable to. Our people, shareholders, customers and future talent have high expectations that



3M, as a collective, will be a leader in influencing the change we want and need in our culture, both internally and externally. While we have made great progress, we know there is more to do.

Long-term change requires long-term commitment. We as proud 3Mers will rise to the challenge with science, ethics and the purpose of improving every life. Join me in reflecting on the past year and being an advocate for inclusion as we move forward with compassion, honesty and focus on a more equitable future.

Ann M. Anaya, Esq.
(she/her/hers)
Chief Diversity Officer

Table of contents

- 4** Accelerating social justice: George Floyd tragedy and response
- 8** Driven by data: Workforce representation and pay equity
- 12** Powered by inclusion: Facilitating a sense of belonging at work
- 18** Committed to a more equitable future

Accelerating social justice in our communities

The tragic death of George Floyd on May 25, 2020, in Minneapolis, Minn., profoundly impacted the world. It propelled a movement as individuals and organizations reflected on the impacts of systemic inequities and asked what actions could be taken to address them.

As a company headquartered in the community where George Floyd was killed, 3M has a responsibility to honor his memory by increasing our efforts to drive long-term change. While diversity, inclusion and equity have long been values at 3M, we know we need to work harder and more intentionally to break down barriers and accelerate our support of social justice. With greater equity comes a better future for our employees, customers, shareholders and community.

Acknowledging that 3M doesn't have all the answers when it comes to social justice, we have listened to our employees as well as our community leaders and nonprofit partners, seeking outside perspectives to inform a path forward of partnership and solidarity.

These actions are the direct result of those conversations.



Rachelle McCord, 3M United States, at George Floyd Memorial in Minneapolis, Minn.

3M Platforms for Change

As a global science, technology and manufacturing company, we believe 3M is uniquely positioned to bring our full capabilities to power racial equity and inclusion in our workplace and communities through two Platforms for Change:

- **Racial justice for the future of work:** We will address racial opportunity gaps through workforce development initiatives — broadening access to science, manufacturing and skilled-trades careers inside and outside 3M with a focus on progress for underrepresented groups.
- **Empowering an inclusive culture:** We will eliminate internal systemic barriers and empower diversity and inclusion advocacy. We are committed to:
 - Accelerating representation globally across all dimensions of diversity, with a focus in our U.S. workforce on people who are Black/African American and/or Hispanic/Latino — see page 11 for more information about our action plan
 - Systematically reviewing and adjusting our practices for fairness and equity
 - Training and developing all 3M leaders in racial inclusion advocacy
 - Using our advocacy to support inclusive communities and workplaces globally

Investing in our communities: \$50M over five years

3M has a long tradition of philanthropy and volunteer initiatives that progress STEM (science, technology, engineering and math) equity and skilled trades as bridges of opportunity. We are increasing our support through a plan to invest \$50 million over five years to address racial opportunity gaps through workforce development and STEM education initiatives.

Recognizing the integral role of our nonprofit partners in the community, the 3M Community Coalition was formed to bring forward community leader voices and help advise on plans for steering this \$50 million investment to make the biggest impact. The 3M Community Coalition includes eight Minnesota community leaders from government, nonprofits and the education sector, including Mayor Carter of Saint Paul, Minn.

Our first commitments were focused in the Twin Cities and included:

- \$5 million 3M Science. Applied to Life.™ UNCF (United Negro College Fund) scholarship and student support program for students in Saint Paul, Minn.
- Expansion of 3M Manufacturing & Academic Partnerships at Saint Paul Public Schools to expose high school students to manufacturing careers.
- \$1 million investment in the 3M Foundation Social Justice Fund. Recipient organizations were selected in partnership with members of our African American Network and other Employee Resource Networks.

\$50 million
for community investments



Marco Ortiz,
3M United States

Tesha Alston-Dampier,
3M United States

Creating an Equity & Community organization to support lasting change

As we advance our social justice and equity initiatives with urgency, we know systemic change requires resources and long-term dedication. 3M created a new Equity & Community organization to support our goals and commitments to progress equity in our workplaces, business practices and communities globally.

- **Social Justice Strategy & Initiatives:** Dedicated to leading workstreams across the enterprise to address policies and practices that will advance equitable societal solutions, including supplier diversity, product development, policy advocacy and more

This holistic and cross-functional organization connects our teams and strategies across the following areas:

- **Diversity & Inclusion:** Dedicated to empowering an inclusive culture by engaging and supporting 3Mers, addressing 3M's processes to achieve more equitable outcomes and driving progress toward representation goals
- **3Mgives:** Dedicated to building community partnerships and supporting volunteerism with a focus on closing the opportunity gap for underrepresented groups in STEM and skilled trades

Operating as one organization, these teams become more than the sum of their parts as they accelerate and amplify our bold vision for 3M and our communities.

On Dec. 15, 2020, James Momon became 3M's first vice president, Equity & Community and chief equity officer. A dedicated social justice leadership role was also introduced earlier in the year, with Garfield Bowen becoming 3M's first director of Social Justice Strategy & Initiatives on Aug. 1, 2020.

Our new Equity & Community organization



How 3M responded

Engaging 3Mers as inclusion advocates

More than 5,000 members of the 3M community came together for a panel discussion about the impact of George Floyd's death and our next steps to combat systemic inequity and racism. Our CEO Inclusion Council — leaders who focus on action planning for inclusion and diversity initiatives at 3M — also held listening sessions and candid conversations, inviting 3Mers to speak up about the support and social change they needed. We continue to purposefully create space for 3Mers to voice their experiences and learn about inclusion advocacy.

In addition, 3M has partnered with the nonprofit Management Leadership for Tomorrow (MLT) to hold workshops about advancing racial equity and continuing transparent dialogue. This included:

- **Leadership workshops:** 3M Corporate Operating Committee members participated in a workshop about confronting systemic racism through antiracist advocacy and prioritizing representation in the workplace. All

vice presidents and above attended a workshop on racial inclusion advocacy, and all leadership teams participated in group discussions.

- **Candid conversations:** MLT trained 20 facilitators across 3M who will host small-group sessions about racial inclusion advocacy for employees in 2021. These sessions are intended to help 3Mers develop a fluency in having candid conversations about race and understand actions they can take to address systems and processes that create inequities.

5,000+
3Mers
gathered virtually to
discuss the impact of
George Floyd's death

Working closely with our Employee Resource Networks

3M leaders have been intentional about listening to our employees, especially those in our Black/African American and Hispanic/Latino communities. These conversations have fostered greater understanding and provided clarity on our progress and path forward. Every step of the way, our Employee Resource Networks (ERNs) have taken on instrumental roles as leaders, influencers and advocates. See page 14 for more information about our ERNs.

Following the death of George Floyd, global ERNs came together to acknowledge its impact, listen to each other and help enact change. Leaders from 3M's African American Network (AAN), Latino Resource Network (LRN) and Women's Leadership Forum (WLF) spoke at an internal global listening event. AAN and WLF co-sponsored a virtual event featuring an award-winning author who talked about how to have productive conversations about race. And in November, chairs of the AAN and

LRN spoke about racial equity at 3M's virtual Global Inclusion Day event.

Fourteen ERN leaders (two of whom are pictured above) also helped select the grant recipients of the 3M Foundation Social Justice Fund. ERNs will continue to be involved in the selection process for \$1 million annually in grant funding. In 2020, four nonprofits each received a \$250,000 grant: NAACP Legal Defense and Educational Fund, Inc., Neighborhood Justice Center, Penumbra Center for Racial Healing and YWCA Saint Paul.

14 ERN
leaders
helped allocate
social justice
grant funding

Driven by data

The key to any business strategy is setting goals, communicating them, and most importantly, being accountable for achieving them. Since 2015, we have publicly reported our global Diversity Index in our Sustainability Report — and with this Global Diversity, Equity & Inclusion Report, we commit to sharing additional workforce representation data annually. As we work to advance diversity, equity and inclusion within 3M, we will closely monitor the data and continue to put forward action plans and additional goals to address gaps and accelerate our progress.

Workforce representation

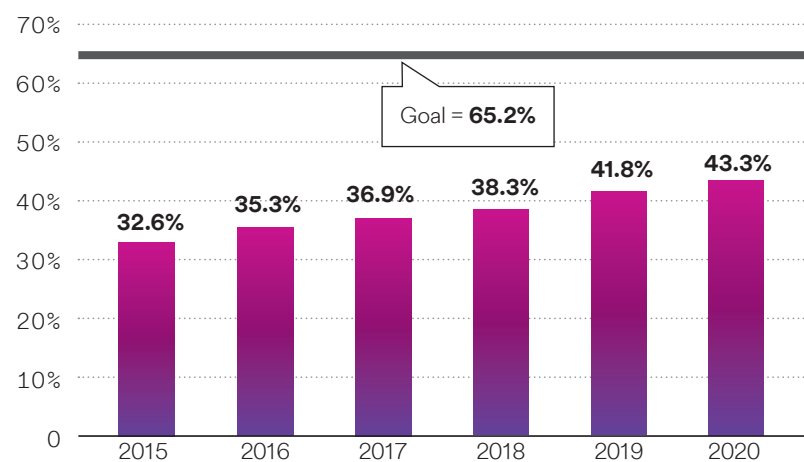
Definitions of diversity vary among different countries and cultures. As a global company headquartered in the United States, 3M defines diverse representation based on the following dimensions globally: gender, nationality that differs from work country, disability (defined according to local regulations), identification as LGBTQI+ (in alignment with applicable law), racial and ethnic groups (only United States) and military veterans (only United States).

In the United States and in many other countries, we provide our employees the opportunity to confidentially self-disclose information such as disability, veteran status, sexual orientation and gender identity, and race/ethnicity.

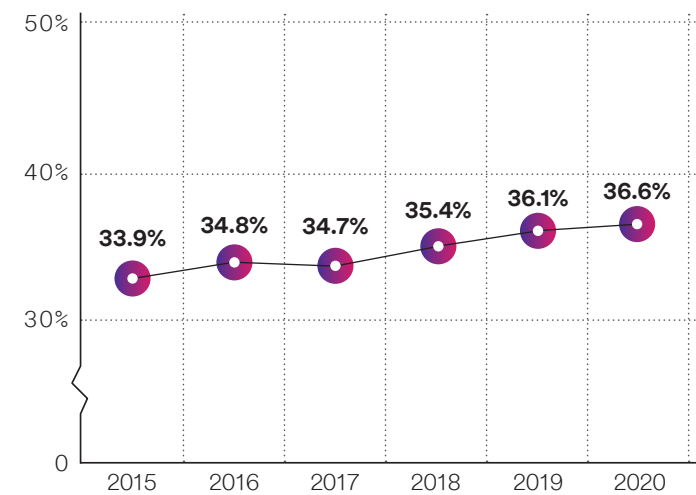
Global Diversity Index: Diversity in management

In 2015, 3M set a cumulative goal across all diversity categories to double the pipeline of diverse talent in management globally from 32.6% to 65.2%. The global Diversity Index measures our progress toward this goal.

We have increased
10.7 points
cumulatively from
2015 to 2020



Women in our global workforce (all levels, production and non-production)

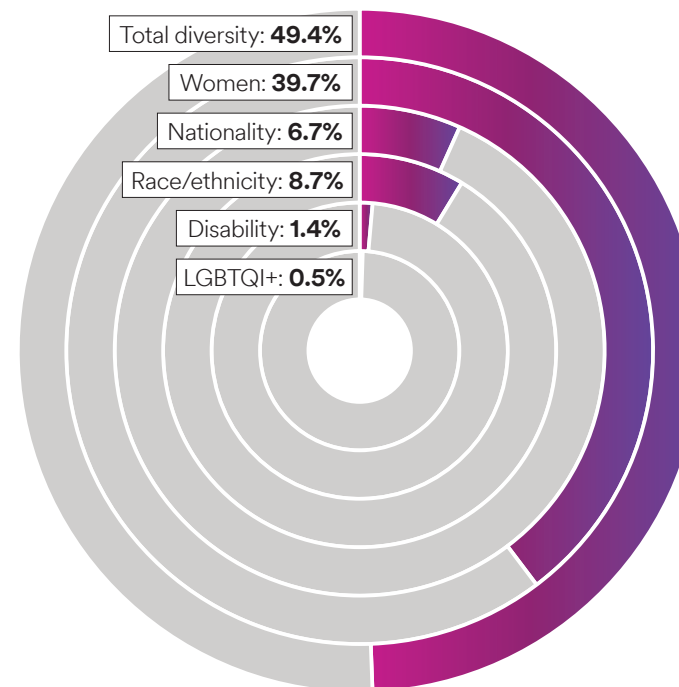


See global gender data by job level on page 10

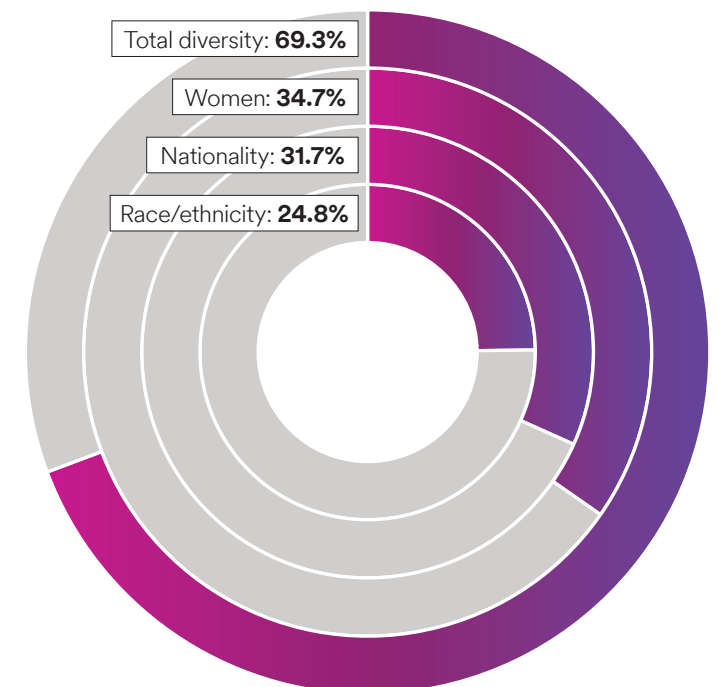


Priyanka Nepal,
3M United States

2020 global diverse representation of non-production employees (all levels)



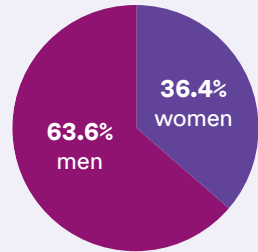
2020 global diverse representation of vice presidents and above



2020 gender representation globally

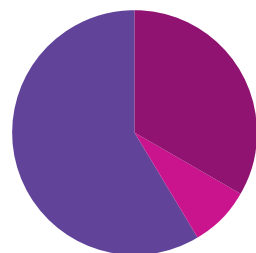
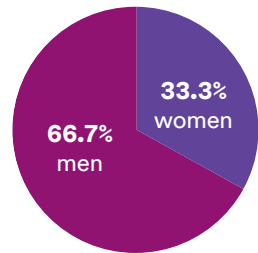
2020 race/ethnicity representation in the United States

Board of Directors



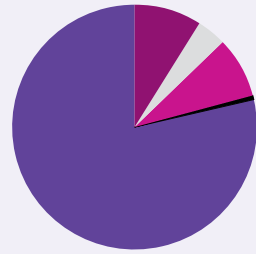
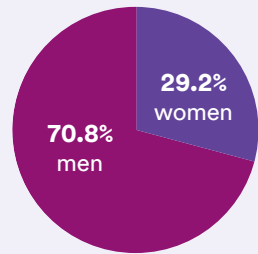
White: **81.8%**
Asian: **0%**
Hispanic/Latino: **0%**
Black/African American: **18.2%**
American Indian/Alaskan Native: **0%**
Native Hawaiian/Other Pacific Islander: **0%**
Two or more: **0%**

Corporate Operating Committee



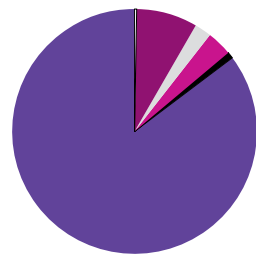
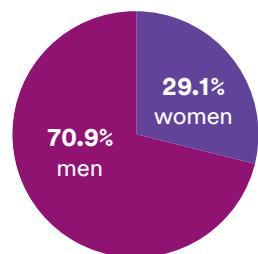
White: **58.3%**
Asian: **33.3%**
Hispanic/Latino: **8.3%**
Black/African American: **0%**
American Indian/Alaskan Native: **0%**
Native Hawaiian/Other Pacific Islander: **0%**
Two or more: **0%**

Directors and above



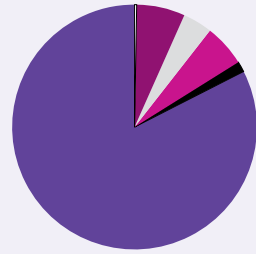
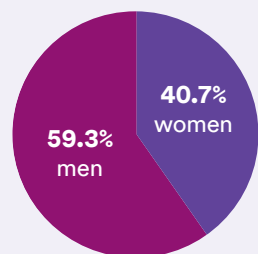
White: **76.5%**
Asian: **8.8%**
Hispanic/Latino: **7.9%**
Black/African American: **3.8%**
American Indian/Alaskan Native: **0%**
Native Hawaiian/Other Pacific Islander: **0%**
Two or more: **0.6%**

Managers



White: **85.1%**
Asian: **8.0%**
Hispanic/Latino: **3.4%**
Black/African American: **2.2%**
American Indian/Alaskan Native: **0.4%**
Native Hawaiian/Other Pacific Islander: **0.03%**
Two or more: **0.7%**

Individual contributors



White: **82.2%**
Asian: **6.5%**
Hispanic/Latino: **5.4%**
Black/African American: **3.9%**
American Indian/Alaskan Native: **0.4%**
Native Hawaiian/Other Pacific Islander: **0.1%**
Two or more: **1.3%**

New representation goals

As a company, 3M aims to reflect the diversity of our customers, suppliers and channel partners. Our global Diversity Index (page 8) indicates that we have made progress, but we have more work to do to match external availability of talent across all levels of the company. We need to build on our foundation by taking accelerated, bolder action — which is why in 2020 we announced new commitments to bring the demographics of 3M's workforce in line with the broader workforce and advance representation of underrepresented groups at 3M.

We will focus first in the United States, where underrepresented groups in our 3M workforce include Black/African American and Hispanic/Latino employees. Looking ahead, our goals are to:

- Double the representation of underrepresented groups from entry-level to senior management in our U.S. workforce
- Double the representation of underrepresented groups in senior management positions in our U.S. workforce

To accelerate our progress toward these goals, we will take actions that include:

- Reimagining our talent acquisition processes and our partnerships to increase connections with candidates from underrepresented groups and strengthen our talent pipeline
- Redesigning interview processes to remove individual discretion and bias, and investing in a new interview management system focused on skills-based hiring
- Providing racial inclusion advocacy education, including unconscious bias training, at all levels of the company to strengthen our inclusive culture, with an initial focus in the United States

[View our EEO-1 report →](#)



Pay equity

3M's global pay philosophy, principles and consistent implementation produce fair and equitable pay for our employees. We analyze pay equity by comparing employees in the same job category, job grade and location.

Gender pay equity progress around the world

We seek to ensure employees of different genders are paid the same for similar job responsibilities, and our practices are creating gender pay equity across the globe. 3M has achieved pay equity within 90% of our global employee population, and we continue to make progress toward enterprise pay equity. An analysis of our largest countries — comparing national average raw pay gap data between men and women to 3M's compensation data — showed our raw pay differences are below external benchmarks. Fourteen of the 17 countries analyzed show an adjusted gender wage gap of 1% or less. We are working to increase or maintain pay equity across the globe and are committed to transparency.

Pay equity in the United States

Through an objective process and industry-leading compensation methods, we have achieved pay equity in the United States for women and for racial/ethnic groups.

100%

U.S. gender pay equity

3M has achieved and is sustaining gender pay equity in the United States.*

100%

U.S. pay equity for racial/ethnic groups

3M has also achieved and is sustaining pay equity for racial/ethnic groups in the United States.*

**Compares job category, job grade and location*

Powered by inclusion

In 2018, we asked employees to describe the culture of the future, and they told us inclusion was an essential component. This crowdsourcing exercise led to the creation of five culture elements, one of which is “Powered by inclusion.”

Our culture elements:

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

2020 presented challenges that made it more important than ever for employees to feel a sense of belonging at work. Here are some of the specific ways 3M drove inclusion during an unprecedented year.



Hang Loi,
3M United States

Prioritizing inclusion

To measure inclusion and employees' sense of belonging in our workplace, in 2017, 3M created the global Inclusion Index, which is based on employee survey data. We use results from the survey to guide inclusion action plans across our organization and regularly re-survey employees to measure our progress and identify additional opportunities and priorities. As we work to ensure everyone feels included and a sense of belonging in the workplace, we are proud to share a six-point increase from 2019 to 2020.

Global Inclusion Index



* Inclusion Index data is not available for 2018

Focusing on psychological safety

At 3M, we emphasize psychological safety, which means ensuring employees feel comfortable bringing their authentic selves to work and sharing their ideas. Given the events of 2020, this meant an increased focus on candid conversations and resources to support mental health and well-being. We encouraged 3Mers to seek support through our Employee Assistance Program, which offers resources for 3Mers and their families who want to take better care of their mental health.

Amid the pandemic, we stepped up efforts around the globe to provide support and well-being resources to our people. Our 2020 employee census showed an increase in psychological safety by eight points from the previous year, demonstrating that these efforts drove change.

Allies to Advocates training

In January, at 3M's annual Leadership Conference, we rolled out Allies to Advocates, a workshop that encouraged participants to move beyond allyship and find ways to become an advocate for diversity at work and in their personal lives. This powerful initiative, as well as a focus on listening sessions and candid conversations about race, was sponsored and led by 3M's CEO Inclusion Council (see page 14 to learn more about this group).

3M Global Inclusion Day

More than 8,500 3Mers from around the world participated in our virtual Global Inclusion Day event on Nov. 5, 2020. CEO Mike Roman and other leaders shared updates about 3M's progress and commitments to advance diversity, equity, inclusion and social justice within our company and community. In addition, panel discussions explored how individuals can drive positive change through solidarity and intersectionality, and how social justice and equity issues differ around the world.



3M Headquarters,
United States

Showing our pride

For the first time in our history, 3M flew the pride flag at our global headquarters in Maplewood, Minn., during Pride Week in the Twin Cities to signal 3M's commitment to supporting the LGBTQI+ community.

To cap off Pride Month, 3M joined the Human Rights Campaign Business Coalition for the Equality Act in the United States to support federal legislation that would provide the same basic protections to LGBTQI+ people that are provided to other protected groups under federal law.

Throughout 2020, the 3M Pride network grew internationally. With new chapters created in Latin America and Germany, this Employee Resource Network has a presence in more than a dozen countries.

FlexAbility for work-life balance

This year, we saw that we can advance 3M's business while working in new, more flexible ways. We refreshed our existing FlexAbility platform into FlexAbility 2.0.

The concept wasn't new; instead, we seized the opportunity to reaffirm and deepen our commitment to flexible ways of working. FlexAbility empowers employees to adjust when and where they work — in ways that reflect individual roles and personal circumstances, and help to drive business outcomes and work-life balance. And, we know it works; FlexAbility leads to increased productivity, collaboration and engagement.

Enhancing FlexAbility was an important step in our journey to create an inclusive and differentiating workplace experience that will shape the future of work at 3M.

8,500+
3Mers
joined Global
Inclusion Day virtually



Dan Chen,
3M United States

CEO Inclusion Council

Formed in fall 2018, the CEO Inclusion Council focuses on action planning for inclusion and diversity initiatives at 3M. Chaired by CEO Mike Roman, members include leaders from each Employee Resource Network, the Equity & Community organization and other global senior leaders.

Since its creation, the CEO Inclusion Council has spearheaded 3M's commitments to the United Nations' Women's Empowerment Principles and LGBTI Standards of Conduct for Business, sponsored Allies to Advocates training for top 3M leaders, conducted a listening session following the death of George Floyd and led foundational work for the 2020 rollout of an inclusive leadership feedback tool that helps supervisors gather perspectives and increase their skills related to inclusion.

Inclusion Champions

Each region, business and staff group at 3M has a designated Inclusion Champion who leads a team and action plans to advance inclusion initiatives within their group. Check out highlights from around the world on page 16.

Employee Resource Networks

3M's nine Employee Resource Networks (ERNs) are company-sponsored, employee-led groups that champion diversity, embody our culture of inclusion, support leadership development and promote collaboration across cultures, lifestyles, abilities and genders.

3M Pride

1,100+ employees

13 global chapters

Mission: To develop a culture at 3M where every LGBTQI+ employee feels empowered to be themselves. 3M Pride also emphasizes the development of LGBTQI+ talent and equality in our communities and the global workplace.

A3CTION

700+ employees

2 U.S. chapters

Mission: To advance 3M's corporate vision, focus on issues of interest to the 3M Asian and Asian American community, and foster professional development and networking among its members.

African American Network

400+ employees

7 U.S. chapters

Mission: Accelerate the inclusion and advancement of diverse talent at 3M to reflect our diverse markets and grow our business by attracting, developing and retaining African Americans.

disAbility Network

900+ employees

4 global chapters

Mission: To create a positive and equitable experience for people with disabilities and integrate accessibility into 3M's DNA by creating a global community, ensuring equitable experiences and adding value for 3M.

Latino Resource Network

500+ employees

1 U.S. chapter

Mission: To attract and advance Latinos, leveraging their perspectives and experiences to drive sustainable growth and support the changing communities that they live and work in.

Military Support Network

500+ employees

35 U.S. chapters

Mission: To recognize and support 3M employees and their families who have been called to defend.

Native American Network

50+ employees

1 U.S. chapter

Mission: To be a liaison between 3M and the American Indian and Alaskan Native population.

New Employee Opportunity Network

7,000+ employees

14 global chapters

Mission: To support the connection and career of new employees through networking and leadership development, empowering members to actively advance 3M's strategy and growth.

Women's Leadership Forum

5,000+ employees

65 global chapters

Mission: To attract and develop leaders at every level of the organization and accelerate the inclusion and advancement of women globally to reflect our customers and markets and grow our business.



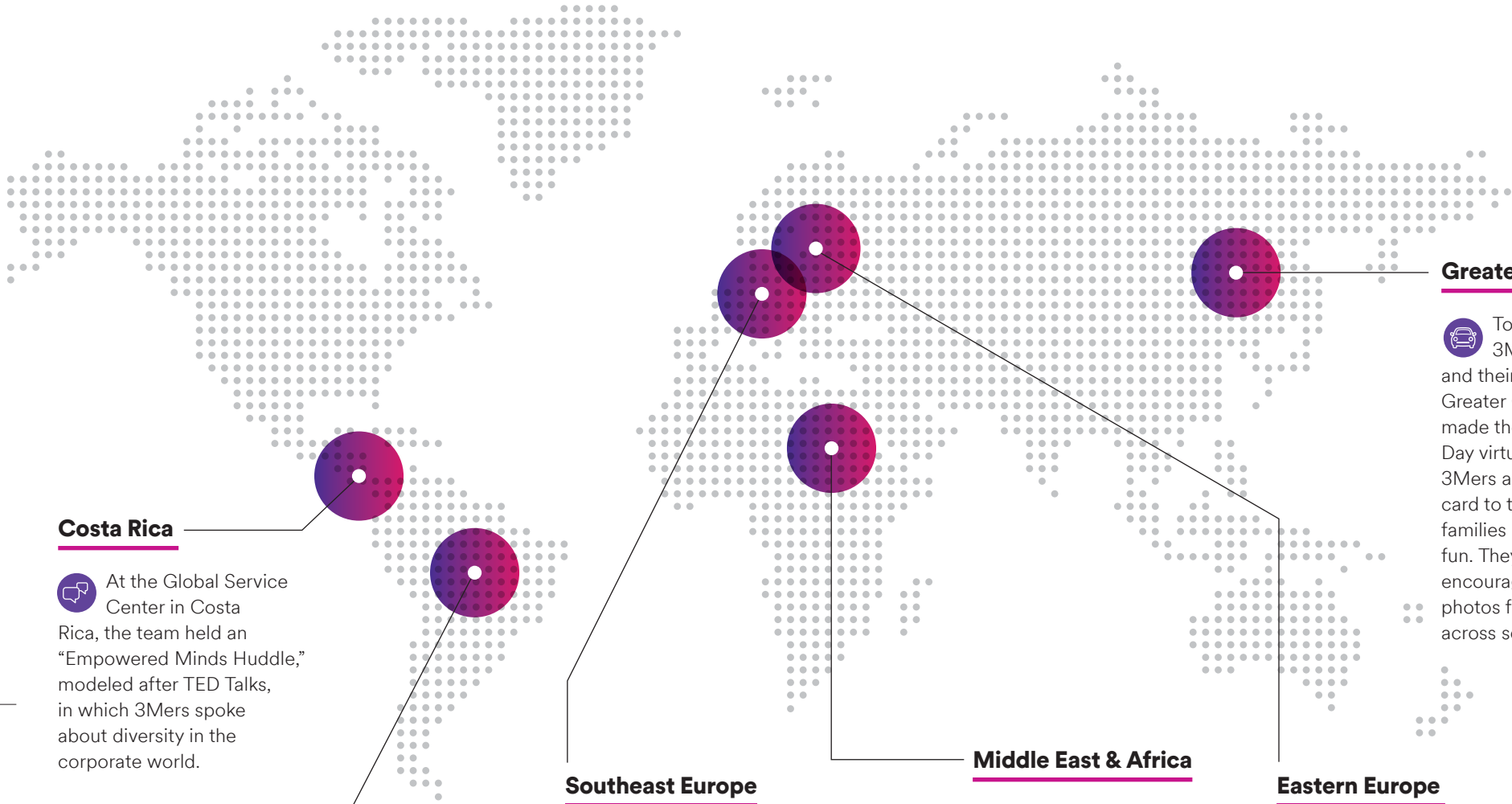
Scott Morris,
3M United States

Global highlights

3Mers are active participants in moving our diversity, equity and inclusion (DEI) efforts forward. Here, we share some noteworthy DEI activities that took place across the globe in 2020.

Worldwide

3Mers across the globe were encouraged to participate in allyship trainings for the LGBTQI+ community. Participants were sent a recording that included space for discussion and then invited to a larger facilitated discussion around allyship.



Awards worth celebrating

Our DEI initiatives are getting recognition from some of the biggest players in corporate equality endeavors.

100% score

on the Human Rights Campaign Foundation’s Corporate Equality Index

100% score

on the Disability Equality Index

No. 5

on Women Engineer Magazine’s Top 50 Employers for 2020

No. 26

on the LATINA Style, INC. 50 Report

Top 50

Workplaces for Indigenous STEM Professionals by AISES

2020 was our **ninth consecutive perfect score** on the HRC Foundation’s Corporate Equality Index

Pictured:
Far left: Amy Rummel, 3M Canada
2nd from left: Wendy Xu and Elisa Yin, 3M Greater China
Middle: Federica Sgolastra, Maria Appeaning, Semra Colak Atan, Petra Kohler Riedi, 3M United States
2nd from right: Galina Mogilevtseva, 3M Canada
Right: Dorothy Chan, Angie Tang, Sally Lai, Dianna Lui, Eunice Ng, Margaret Yuk, 3M Hong Kong

Our commitments to DEI and social justice

We're committed to transforming our culture, norms and behaviors to advance equitable outcomes for all, inside and outside of 3M.



“We look forward to making 3M and the communities we interact with more fair, equitable and inclusive than ever before.”

and the communities where we live and work. We listened, took stock of where we are as a company and where we want to be, made some important steps — and are committed to taking more in the years ahead.

As a company, we want to contribute to a brighter future. In 2021, we will focus on moving the needle on our representation goals, continuing to deliver on our \$50 million community investment and partnering with organizations dedicated to ensuring justice and equity. I think I speak for all 3Mers when I say that we look forward to making 3M and the communities we interact with more fair, equitable and inclusive than ever before.

We will continue to share updates as we work to progress equity in our company and communities, and we hope you will follow our journey.

Kristen Ludgate
(she/her/hers)
Senior Vice President, Human Resources

Committed to a more equitable future

In a year that brought many challenges to 3M and our communities all over the world, I’m so proud of the ways 3Mers have come together to support one another, engage in candid conversations and accelerate equity, inclusion and social justice both inside and outside 3M. At all levels of the company, 3Mers worked hard

to advance our culture and ensure their colleagues feel a sense of belonging in the workplace.

In 2020, we asked our employees, community partners and experts across the country what we can do to further inclusion and equity in our organization

3M Corporate Headquarters
3M Center
St. Paul, MN 55144-1000

On the cover:

Top left: Simon Shannon, 3M United States

Top center: Anna Gizler, 3M Poland

Top right: Jonathan Hester, 3M United States

Center left: Rachelle McCord, 3M United States

Bottom left: Anna Czarnocka, 3M Mexico

Center: Jaymie Wagner, 3M United States

Bottom center: Chiew Hoon Lau and Tzuenn Hong Tan, 3M Singapore

Bottom right: Jenny Shroff, 3M United States