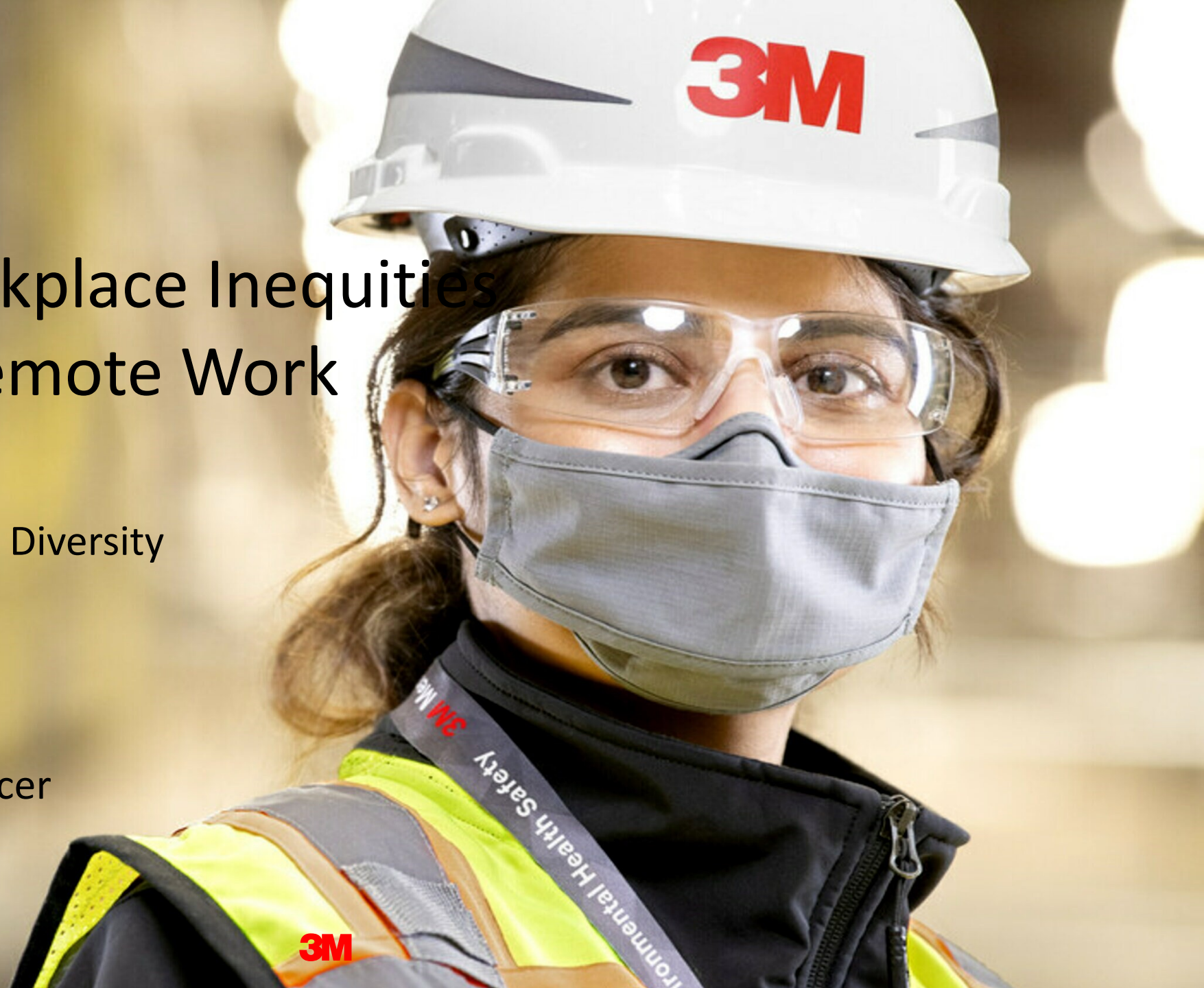


Confronting Workplace Inequities in the Time of Remote Work

2021 Colloquium on Global Diversity

Denise Rutherford, Ph.D.
Senior Vice President and
Chief Corporate Affairs Officer



Serving 3M's customers through four business groups

Safety & Industrial



Accelerating safety and industry performance by serving the industrial, electrical and safety markets.

Transportation & Electronics



Moving transportation and a connected world forward by serving automotive and electronic OEM customers.

Health Care



Connecting people, insights, science and technology to make better health possible around the world by serving the health care industry.

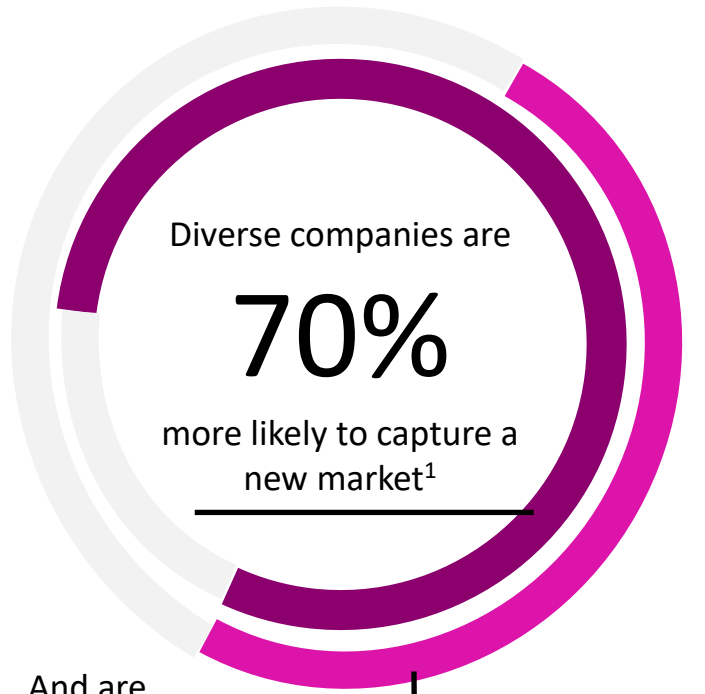
Consumer



Innovating to simplify life and work by serving global consumers.

Accelerated trends bring urgency

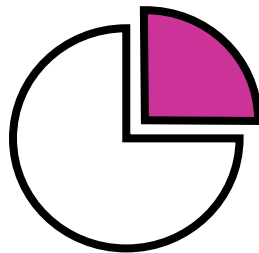
Growth



And are

45%

likelier to report a growth in market share²



Innovation

Inclusive cultures are

3.5x

more likely to be innovative³



Workforce

83%

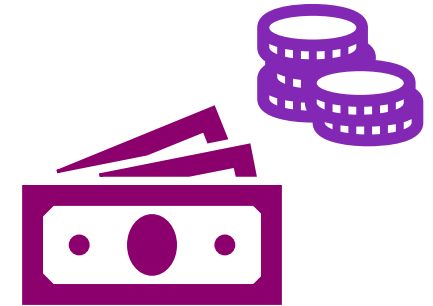
Of Gen Z candidates said that a company's commitment to diversity and inclusion is important when choosing an employer⁴



Performance

36%

likelier to outperform financially⁶



50%

drop in turnover risk⁵



Holding ourselves accountable
Driven by data and science

Global Diversity, Equity & Inclusion Report

3M launches its first-ever Global Diversity, Equity & Inclusion Report

Learn how we're accelerating social justice, powering inclusion, committing to a more equitable future and using data to hold ourselves accountable.



Visit go.3m.com/DEIReport

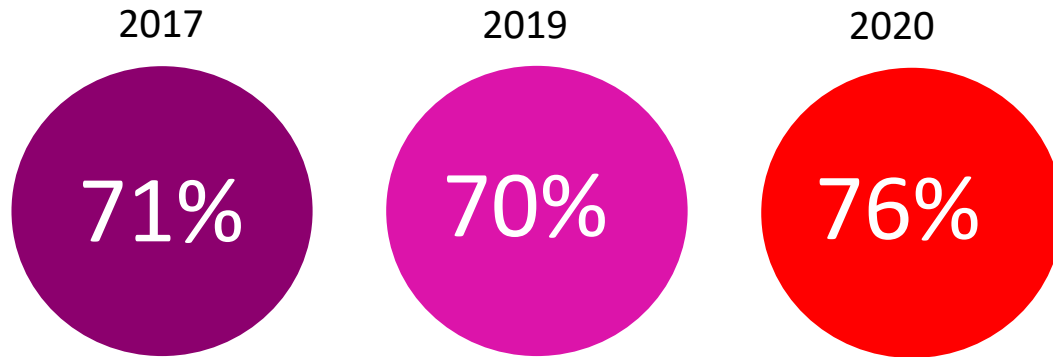


3M Global DE&I report highlights



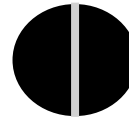
Global Inclusion Index

Measuring our sense of belonging



% of employees that felt included

Inclusion Index data is not available for 2018

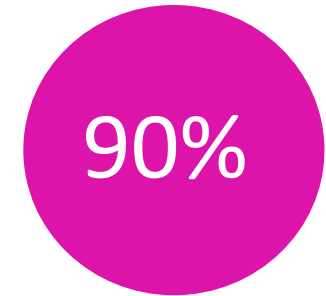


Pay Equity

Analysis of pay equity by comparing employees in the same job category, job grade and location



Gender and racial/ethnic group pay equity in the United States



Global employee population gender pay equity

Challenges for Minority Employees at 3M

- Don't receive clear feedback indicating where they stand or what performance is required to advance their career
- Harder to develop relationships and networks that are critical for advancing one's career and successfully navigating 3M
- Being "one of one" or "one of few" minorities on the team makes it more challenging on a daily basis to feel like they belong
- Lack of everyday inclusive leadership behaviors and commitment to inclusion leaves minority employees without clear support in the organization



Source: MLT interviews with 3M employees, 2019

Social justice focus areas rooted in equity to drive accountability and transparency



Equity in our Workplaces

Ensure 3M reflects our markets and creates a culture of belonging



Equity in our Communities

Focus on creating pathways for underrepresented communities



Equity in our Business Practices

Ensure 3M's value chain creates access and opportunity

African American Network

400+

A3ction

700+

Women's Leadership Forum

5000+

Native American Network

50+

3M Pride

1100+

Latino Resource Network

500+

disAbility Network

900+

Military Support Network

500+

New Employee Opportunity Network

7000+

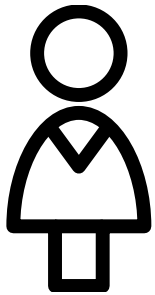


Social infrastructure dedicated to women

3M's Women's Leadership Forum gender framework

Individual

Woman's role in
advancing herself



I believe in
ME.

Leadership

Decision makers' role
in advancing women



I believe in
YOU.

Culture

3M culture's impact
on advancing women



We believe in
EACH OTHER.



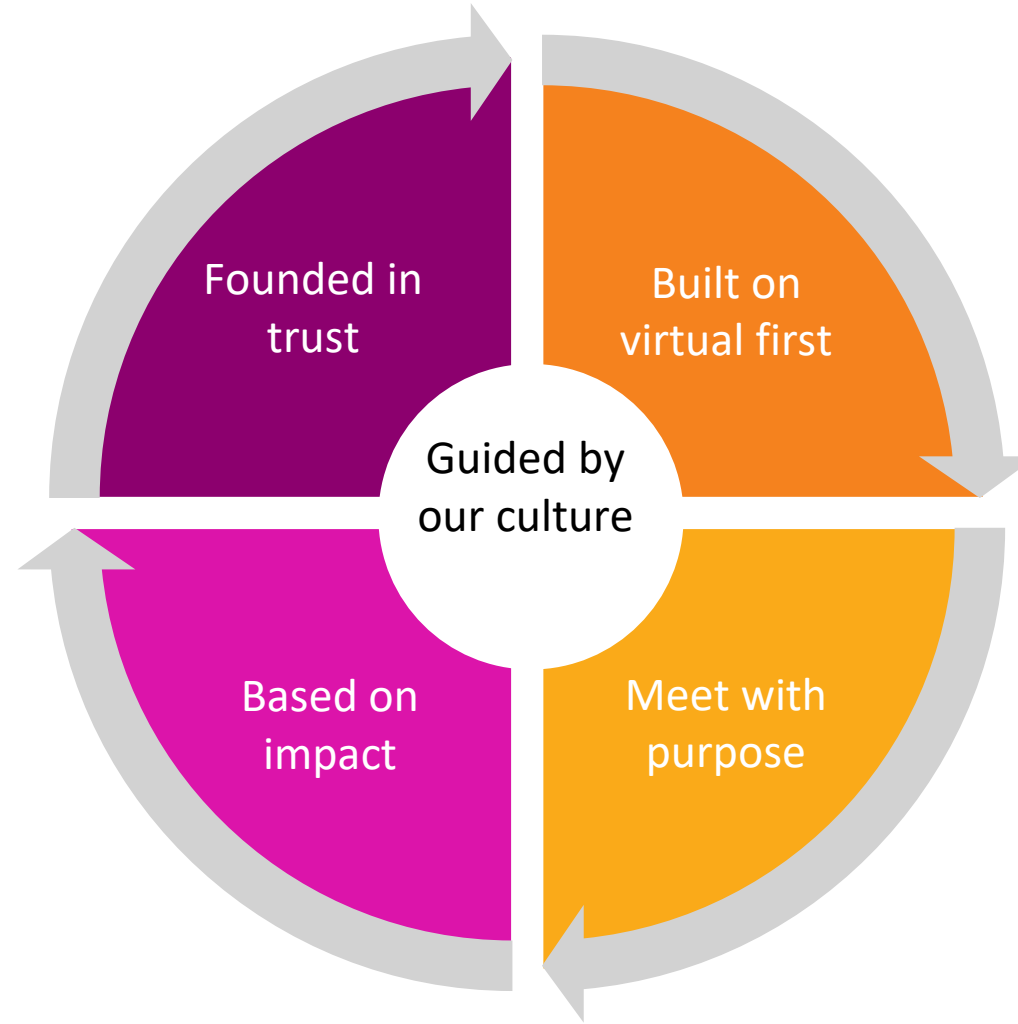
**Work
Your
Way**



Work Your Way puts employees first and drives well-being in ways that enable our business and performance goals

We trust you to work in ways that support your role and preferences

We value **your contribution and impact**, not **where you are**



We foster inclusion and flexibility by leading with virtual collaboration

We come together for **moments that matter**

Work Your Way

3M is rolling out Work Your Way, a global approach to the future of work at 3M.

With 96,000 employees across 75 countries and several types of workplaces (ex. labs, manufacturing, offices), we support many ways working.



The past year has changed how we work

- A more flexible way of working is essential for 3M's continued growth, will help us attract and retain talent in an increasingly competitive environment, and enables us to be more inclusive of our global community.
- Work Your Way helps us to create stronger connections, better serve our customers and advance our culture.



87%

of workers want flexibility in where they work



88%

of workers want flexibility in when they work



EY Work Reimagined Survey Apr'2021: 16K+ global respondents across industries

3M

Science.

Applied to Life.TM