Who We Are
Introduction

Who We Are

A sense of purpose is at the heart of how we approach every business, every idea, every product, every life and every community we touch. It is the foundation of all that follows.

Who we are.

3M employees are empowered and encouraged to pursue purpose-driven innovation.

Working in a highly collaborative environment, our scientists use 46 core technology platforms, ranging from adhesives and abrasives, to sensors and electronics materials. They leverage these technologies to invent unique, customer-inspired products that are marketed through our five business groups.

Sustainability also permeates our culture. It is formally included in our leadership behaviors and our annual performance review process. What’s more, employees are educated and encouraged to “think sustainably”—at home, at work and everywhere in between. Improving lives and making the world a better place is more than a frequent conversation, it’s become an expectation.

It’s even become a selling point for current and potential 3M employees. Research has shown that Sustainability, and “making a difference in the world,” is one of the top areas of interest for 3M employees. This has led us to develop messages against these insights as part of global internal communications campaigns. In late 2016, for example, a global campaign led by our 3M Human Resource function asked each employee to do “one simple thing to improve lives.” We consider this opportunity for impact a critical part of current employee retention, but also part of our brand for attracting new employees. It sends a compelling message to both groups, particularly when 3M is a company uniquely positioned to change the world.

Our Awards

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

For the 17th consecutive year, 3M was selected as a member of the Dow Jones Sustainability Index, a global stock index that recognizes and tracks the performance of leading Sustainability-driven companies worldwide. One of the most highly regarded rankings in terms of Sustainability performance, this index is created by research analysts who perform an in-depth study of environmental, social and economic performance.

EcoVadis awarded 3M a Gold Recognition Level for achievements in the top one percent of suppliers assessed in corporate social responsibility (CSR) in global Supply Chains.

Our Awards

Ethisphere World’s Most Ethical Companies® Honoree

The World’s Most Ethical Companies® program, managed by the Ethisphere® Institute, honors companies that excel in “promoting ethical business standards and practices internally, enabling managers and employees to make good choices, and shaping future industry standards by introducing tomorrow’s best practices today.” According to the Institute, honorees have also historically out-performed other companies from a financial perspective, supporting the notion that sound ethical practices are appreciated in the competitive marketplace. This year’s honorees spanned 19 countries and five continents. It was the fourth consecutive year 3M made the list.

Top Product of the Year Award

3M Health Care also won a Top Product of the Year Award in 2016 at the Environmental Leader 2016 Conference in Denver, for 3M™ Petrifilm™ Plates. Compared to traditional agar test methods, 3M Petrifilm Plates offer users up to a 66 percent reduction in waste, use up to 76 percent less energy, up to 79 percent less water, and reduce greenhouse gas emissions up to 75 percent. Scores for the award were determined by a panel of experts in environmental and Sustainability management.

“...At 3M, it’s not enough to just win in business—it matters how you do it. Customers want to do business with companies they can trust, and achieving that trust requires the help of all employees. I’m proud to say our people live 3M’s Code of Conduct every day by making ethical decisions and speaking up if they aren’t sure what to do.”

Kristen Ludgate, 3M’s Vice President, Associate General Counsel and Chief Compliance Officer

At 3M, it’s not enough to just win in business—it matters how you do it. Customers want to do business with companies they can trust, and achieving that trust requires the help of all employees. I’m proud to say our people live 3M’s Code of Conduct every day by making ethical decisions and speaking up if they aren’t sure what to do.”

Kristen Ludgate, 3M’s Vice President, Associate General Counsel and Chief Compliance Officer
3M Brazil: Pró Ética Certification Award

For the third year, 3M Brazil was recognized by the Brazilian Government with the Pró Ética Certification Award. The award, the first of its kind in Latin America, was created to promote ethics and encourage companies to take voluntary steps to prevent corruption, creating a more ethical, transparent and honest business environment. 3M Brazil was recognized for top management’s commitment to ethics, its policies and procedures and their risk monitoring and analysis.

2020 Women on Boards Winner

3M was named a “V” company, with 17 percent of women on the board, by this organization whose goal is to increase the percentage of women on U.S. company boards to 20 percent or greater by the year 2020.

Companies Where Top Millennials Most Want to Work

National Society of High School Scholars (NSHSS) 9th Annual Career Survey, conducted by Hanover Research identified 3M as the #1 most dream company to work for among respondents in 2016.

Inge Thulin receives Ethical Leadership Award

In April, 2016, 3M Chairman, President and CEO Inge Thulin was awarded the 2016 Hendrickson Medal for Ethical Leadership, sponsored by St. Mary’s University of Minnesota. The Hendrickson Medal honors an individual who, through his or her work, has demonstrated the principles of ethical leadership. According to the university’s press release, Thulin has been an exceptional leader for 3M and the community, for, among other things, strengthening 3M’s commitment to Sustainability and ethical business practices.

Other Featured Awards

The Top Ten Most Innovative Companies

3M has been named one of the top ten most innovative companies in the world, ranked #3 by Strategy and Price Waterhouse Coopers.

Newsweek Global Green Rankings

3M ranked in Newsweek global 2016 Green Rankings report recognizing the greenest companies in the world. In the industrial category, 3M ranked 16th among companies in the U.S. and 21st worldwide.

Great Places to Work®

The following countries and areas were ranked by Great Places to Work® and awarded as a best place to work in 2016:

- 3M Brazil is ranked #38
- 3M Canada is ranked #35
- 3M Greece is ranked #9
- 3M Poland is ranked #15
- 3M Central America is ranked a Best Multinational of Central America #29
- 3M Costa Rica is ranked #28 for the country and #57 for the Central American region
- 3M Nicaragua is ranked #8 for the country and #44 for the Central American region
- 3M Guatemala is ranked #28 for the country and #40 for the Central American region
- 3M El Salvador is ranked #12 for the country and #43 for the Central American region
- 3M Honduras is ranked #19 for the country and #48 for the Central American region
- 3M Panama is ranked #28 for the country and #53 for the Central American region
- 3M Ireland is ranked #3
- 3M Portugal is ranked #11
- 3M Italy is ranked #11
- 3M UAE is ranked #13

3M Employee Recognition:

- Savoy Magazine’s “2016 Top Influential Women in Corporate America”: Kim Price and Cindy Kent
- 2016 Global Women’s Envoy, National Association for Female Executives, Marlene McGrath
- Montana State University honorary doctorate in engineering: Jean Bennington Sweeney

Best Places to Work for LGBT Equality

Human Rights Campaign Foundation’s 2016 Corporate Equality Index is the national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual and transgender (LGBT) employees. For the sixth straight year, 3M earned a perfect score of 100 percent and, along with it, the distinction of being named among the “Best Places to Work for LGBT Equality.”

Best DEI Places to Work

In the second annual Disability Equality Index® (DEI®) survey, 3M ranked among the top-scoring companies with a 90 percent score.

3M Brazil: Pró Ética Certification Award

For the third year, 3M Brazil was recognized by the Brazilian Government with the Pró Ética Certification Award. The award, the first of its kind in Latin America, was created to promote ethics and encourage companies to take voluntary steps to prevent corruption, creating a more ethical, transparent and honest business environment. 3M Brazil was recognized for top management’s commitment to ethics, its policies and procedures and their risk monitoring and analysis.

Catalyst 2017 Award Winner

For 30 years, the Catalyst Award has been a prestigious honor presented to select companies that distinguish themselves in accelerating progress for women in the workplace. 3M is one of three 2017 winners of this award, based on a rigorous assessment conducted by Catalyst Inc., which cited the company’s “I’m In. Accelerating Women’s Leadership” initiative, leadership development platforms, workplace flexibility, mentoring programs, and external community efforts on behalf of women. 3M Chairman, President and CEO Inge Thulin accepted the award in New York in March. The other two winners were Rockwell Automation and BMO Financial Group.

Forbes’ list of “The World’s Most Reputable Companies” for 2017

3M has been named to Forbes’ list of “The World’s Most Reputable Companies” for 2017, which highlights the top 100 most reputable companies based on feedback collected in Q1 from approximately 170,000 consumers around the world who are familiar with the companies. 3M ranked 22nd on this year’s list—climbing eight spots from 30th place in 2016.

Companies Where Top Millennials Most Want to Work

National Society of High School Scholars (NSHSS) 9th Annual Career Survey, conducted by Hanover Research identified 3M as the #1 most dream company to work for among respondents in 2016.

Inge Thulin receives Ethical Leadership Award

In April, 2016, 3M Chairman, President and CEO Inge Thulin was awarded the 2016 Hendrickson Medal for Ethical Leadership, sponsored by St. Mary’s University of Minnesota. The Hendrickson Medal honors an individual who, through his or her work, has demonstrated the principles of ethical leadership. According to the university’s press release, Thulin has been an exceptional leader for 3M and the community, for, among other things, strengthening 3M’s commitment to sustainability and ethical business practices.

Other Featured Awards

The Top Ten Most Innovative Companies

3M has been named one of the top ten most innovative companies in the world, ranked #3 by Strategy and Price Waterhouse Coopers.

Newsweek Global Green Rankings

3M ranked in Newsweek global 2016 Green Rankings report recognizing the greenest companies in the world. In the industrial category, 3M ranked 16th among companies in the U.S. and 21st worldwide.

Great Places to Work®

The following countries and areas were ranked by Great Places to Work® and awarded as a best place to work in 2016:

- 3M Brazil is ranked #38
- 3M Canada is ranked #35
- 3M Greece is ranked #9
- 3M Poland is ranked #15
- 3M Central America is ranked a Best Multinational of Central America #29
- 3M Costa Rica is ranked #28 for the country and #57 for the Central American region
- 3M Nicaragua is ranked #8 for the country and #44 for the Central American region
- 3M Guatemala is ranked #28 for the country and #40 for the Central American region
- 3M El Salvador is ranked #12 for the country and #43 for the Central American region
- 3M Honduras is ranked #19 for the country and #48 for the Central American region
- 3M Panama is ranked #28 for the country and #53 for the Central American region
- 3M Ireland is ranked #3
- 3M Portugal is ranked #11
- 3M Italy is ranked #11
- 3M UAE is ranked #13

3M Employee Recognition:

- Savoy Magazine’s “2016 Top Influential Women in Corporate America”: Kim Price and Cindy Kent
- 2016 Global Women’s Envoy, National Association for Female Executives, Marlene McGrath
- Montana State University honorary doctorate in engineering: Jean Bennington Sweeney

Best Places to Work for LGBT Equality

Human Rights Campaign Foundation’s 2016 Corporate Equality Index is the national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual and transgender (LGBT) employees. For the sixth straight year, 3M earned a perfect score of
Our Corporate Values and Vision

Our Values

3M’s actions are guided by our corporate vision and values of uncompromising honesty and integrity. We are proud to be recognized worldwide as an ethical and law-abiding company. As a company, we are committed to sustainable development through environmental protection, social responsibility and economic success.

Our guiding values include:

- Act with uncompromising honesty and integrity in everything we do.
- Satisfy our customers with innovative technology and superior quality, value and service.
- Provide our investors an attractive return through sustainable, global growth.
- Respect our social and physical environment around the world.
- Value and develop our employees’ diverse talents, initiative and leadership.
- Earn the admiration of all those associated with 3M worldwide.

Our Vision

3M continues to be inspired and motivated by our corporate vision:

- 3M Technology Advancing Every Company
- 3M Products Enhancing Every Home
- 3M Innovation Improving Every Life

Our Vision helps define what we do, how we do it, and where we do it. At the same time, it establishes a stretch goal for all employees at 3M. And it captures what differentiates us from competitors as an enterprise.

What we do and have done for 114 years is advancing, enhancing, and improving. How we have done it, and continue to do it, is through technologies, products, and innovation. Where we do it is for every company, in every home and for every life all around the world.

In short, this vision serves as a daily reminder to all of us of what the 3M brand stands for.
Our Commitment

Through 3Mgives, we make a positive impact on our world.

3Mgives helps build sustainable communities through strategic investments, business expertise and the thoughtful engagement of 3Mers worldwide, who volunteer and leverage their knowledge and experience to make a difference. The impact of these actions is because of our collaboration with partner organizations that have a proven track record for delivering results.

As the social investment arm of 3M, 3Mgives is governed by the 3M Foundation Board of Directors and the Corporate Contributions Committee comprised of senior level executives in the company. The 3M Foundation Board of Directors guides our social investment strategy by identifying areas of focus, allocating budget and providing high-level strategic advice for implementation by 3Mgives staff.

3Mgives strategy focuses on three important areas.

Education: 3Mgives supports initiatives that increase student interest and achievement in science, technology, engineering and mathematics (STEM) and business to help build a diverse pipeline of global talent.

Community: 3Mgives enhances community vibrancy by assuring access to basic needs, preparing youth for life-long success, increasing access to quality and diverse arts opportunities and contributing to global humanitarian relief efforts.

Environment: 3Mgives invests in programs promoting Sustainability and environmental stewardship in the communities where 3M employees work and live.
2025 Goal: Invest cash and products for education, community and environmental programs.

We will continue to invest in increasing access for people worldwide to achieve greater skills in STEM and business, and to improving lives through investments in environment, health and safety programs. Cash, in-kind donations, sponsorships, and volunteerism will remain core to our 3Mgives strategy. Since 1953, we have invested $1.45 billion in cash and product donations in 3M communities.

Our Actions

Education

As a company that has thrived on applying science to life, we understand the importance of inspiring the next generation of scientists, innovators and inventors. Our educational investments, through 3Mgives, support our brand promise by investing in initiatives that help young people understand how science impacts their daily lives and encourages and supports interest in STEM. Our goals: 1) to increase student interest and achievement in STEM and business, especially in underrepresented populations, 2) to build a diverse pipeline of global talent and 3) to increase access to quality education for all communities and to improve education outcomes.

WorldSkills

3M is a Global Industry Partner of WorldSkills International, a not-for-profit movement that brings together member countries and regions, all working together to help prepare the workforce and talent of today for the jobs of the future.

DonorsChoose.org

3M partners with DonorsChoose.org to broaden the company’s support of STEM projects in classrooms across the country. Today, 3M’s U.S. locations invest more than $500,000 annually in classroom projects led by teachers. In 2016, 3M investments reached 560 schools, 771 projects and more than 87,000 students in support of STEM projects that enhanced learning.

Frontline Sales Initiative

During the summer of 2016, 35 students from 17 universities across the U.S. participated in the 3M Frontline sales and marketing internship program. Their itinerary included a two-week introduction to 3M, eight weeks in the field selling 3M products for one of 14 3M businesses, and a one-week review of their experience. At the end of the program, Frontline students are often offered and accept jobs with 3M.

Young Scientist Challenge

The Discovery Education 3M Young Scientist Challenge is the United States’ premier science competition for grades 5-8, launched in 1999 by Discovery Communications and co-sponsored by 3M since 2008. Its mission: to cultivate the next generation of American scientists at an age when interest in science often declines.

Through the years, the one-of-a-kind competition has sparked the imaginations of students and enhanced science exploration, innovation and communication across the United States. Students are invited to create a 1-2 minute video describing a new, innovative solution that could solve an everyday problem. After all videos have been judged, ten finalists are given an opportunity to participate in a summer mentorship program with 3M scientists, and travel to 3M headquarters to compete in the final event.

See the winning 2016 video from Maanasa Mendu, an eighth grader from Mason, Ohio.

Community

3M strives to build and maintain trust and reputation in the places where 3M does business by contributing to the development of sustainable communities. 3M contributes to communities through support of the arts, youth development, and basic needs and provides humanitarian aid in times of need. These efforts help assure our communities are attractive places to live and work.

Humanitarian Aid

3M enhances community vibrancy by supporting individuals and families affected by global crises. We strive to help meet the immediate needs of those impacted, and to assure all those affected by a natural disaster receive the care necessary to re-establish self-sufficiency. We engage our most valuable assets—our people and our products—to help people get back on their feet. In 2016, 3M and 3Mers invested more than $1 million in cash and products to support communities in crisis—including investments in the U.S., Canada, Ecuador, Haiti and Japan.

Product Donations for Haiti

DonorsChoose.org

3M partners with DonorsChoose.org to broaden the company’s support of STEM projects in classrooms across the country. Today, 3M’s U.S. locations invest more than $500,000 annually in classroom projects led by teachers. In 2016, 3M investments reached 560 schools, 771 projects and more than 87,000 students in support of STEM projects that enhanced learning.

Frontline Sales Initiative

During the summer of 2016, 35 students from 17 universities across the U.S. participated in the 3M Frontline sales and marketing internship program. Their itinerary included a two-week introduction to 3M, eight weeks in the field selling 3M products for one of 14 3M businesses, and a one-week review of their experience. At the end of the program, Frontline students are often offered and accept jobs with 3M.

Young Scientist Challenge

The Discovery Education 3M Young Scientist Challenge is the United States’ premier science competition for grades 5-8, launched in 1999 by Discovery Communications and co-sponsored by 3M since 2008. Its mission: to cultivate the next generation of American scientists at an age when interest in science often declines.

Through the years, the one-of-a-kind competition has sparked the imaginations of students and enhanced science exploration, innovation and communication across the United States. Students are invited to create a 1-2 minute video describing a new, innovative solution that could solve an everyday problem. After all videos have been judged, ten finalists are given an opportunity to participate in a summer mentorship program with 3M scientists, and travel to 3M headquarters to compete in the final event.

See the winning 2016 video from Maanasa Mendu, an eighth grader from Mason, Ohio.

3M Visiting Wizards

3M Visiting Wizards encourage young people globally in grades 1-6 to become interested in science and technology by providing interesting science demonstrations and hands-on experiments on a variety of topics, such as the properties of light and color, cryogenics, microbiology, thermodynamics and electricity, all courtesy of a group of 3M volunteers.

This kind of exposure at an early age helps students understand how science impacts everyday life, and encourages young people to become interested in STEM.

In 2016, more than 28,000 students attended a Visiting Wizards demonstration. More than 800,000 have participated in presentations since the program’s inception in 1985.

See a typical Visiting Wizards demonstration: In the Lab with 3M 4Kids: Magnets.

Higher Education

As a science company, 3M recognizes the importance of building a strong and diverse pipeline of global talent in STEM and business disciplines. Therefore, we partner with relevant vocational schools, colleges and universities to support post-secondary programs that effectively attract, retain and graduate students.

In addition to providing student support, for more than 25 years, 3M technical leaders have directed financial support to promising academic leaders to support the advancement of research and teaching in relevant STEM and business fields. In 2016, 3M invested $810,000 to 54 non-tenured faculty members.
Throughout the year, the 3Mgives Volunteer Match encourages volunteerism by donating to schools and organizations where 3Mers and alumni volunteer their time. Since 2000, in the U.S., 3Mgives has provided more than $6.36 million on behalf of over 28,000 volunteers to more than 3,000 organizations in 50 states.

Dorothy Day Center

The Dorothy Day Center transforms lives for underserved individuals in St. Paul, Minnesota, providing meals, mental health services, medical care, showers, and emergency shelter for people experiencing homelssness. In 2016, 3M committed $1 million worth of cash and products to the Dorothy Day Center—a two-building campus designed to prevent and end homelessness with emergency shelter, supportive services, access to resources and permanent supportive housing. This project is based on models that have shown documented success in moving those individuals most in need along the continuum from crisis to stability to self-sufficiency. It's a prime example of an innovative investment in the 3M headquarters community.

Local Community Engagement

3M partners with nonprofit organizations at headquarters and plant locations around the world. In 2016, this included a $100,000 investment in Prairie du Chien, Wisconsin Public Library as a part of the “Ready, Set, Grow” capital campaign—assuring the development of STEM education efforts for generations to come. A similar investment was made in Decatur, Alabama for the Cook Museum of Natural Science—building an opportunity to provide children in the region with ongoing positive perceptions of science and math in nature. 3M also invested internationally—establishing meaningful partnerships through the 3M International Giving Fund in China, Morocco, Costa Rica, and Benelux, among other locations.

Environment

3M invests in initiatives that foster sustainable communities. This includes projects that protect threatened ecosystems, support local economies, enhance livelihoods and promote science-based educational education.

Looking forward...

Based on input from global 3Mers, 3Mgives is evolving our approach to engaging our most impactful asset—our people. 3Mgives is launching a new volunteer technology platform in 2017 to respond to 3Mers’ desire for more opportunities to support local organizations through volunteerism. In addition, 3Mgives continues to build programs that will leverage 3Mers’ skills and technologies to address some of the world’s most pressing problems. For example, 3Mgives’ newest volunteer program, 3M Impact, will deploy some of 3M’s talented...
and engaged employees to global markets to work with community partnerships focused on improving lives.

In 2017, 3Mgives will also expand its focus on STEM education to develop specific programs relating to advanced manufacturing skills positions. These programs will increase high school student awareness of the opportunities available in manufacturing, and 3M will partner with technical schools and community colleges to develop curriculum and internships. Our goal is to increase the pipeline of manufacturing talent, particularly veterans and groups underrepresented in the manufacturing industry.

### 2016 Giving by Focus Area

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Cash (USD)</th>
<th>In-Kind (USD)</th>
<th>Total (USD)</th>
<th>%</th>
<th>Volunteer Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>$16,000,000</td>
<td>$8,480,000</td>
<td>$24,500,000</td>
<td>36.6%</td>
<td>74,400</td>
</tr>
<tr>
<td>Community</td>
<td>$16,200,000</td>
<td>$24,500,000</td>
<td>$40,700,000</td>
<td>59.5%</td>
<td>265,000</td>
</tr>
<tr>
<td>Environment</td>
<td>$2,540,000</td>
<td>$61,000</td>
<td>$2,600,000</td>
<td>3.90%</td>
<td>8,450</td>
</tr>
<tr>
<td>Total</td>
<td>$34,800,000</td>
<td>$32,500,000</td>
<td>$67,300,000</td>
<td>100%</td>
<td>348,000</td>
</tr>
</tbody>
</table>

Values presented in this table represent the most current values, in USD, but are still subject to change.

### 2016 Global Giving by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Charitable Corporate Cash Donations (USD)</th>
<th>Charitable Foundation Cash Donations (USD)</th>
<th>In-Kind Donations (USD)</th>
<th>Total Donations (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific</td>
<td>269,000</td>
<td>450,000</td>
<td>2,330,000</td>
<td>3,040,000</td>
</tr>
<tr>
<td>Canada</td>
<td>1,180,000</td>
<td>197,000</td>
<td>583,000</td>
<td>1,960,000</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>617,000</td>
<td>80,000</td>
<td>109,000</td>
<td>806,000</td>
</tr>
<tr>
<td>Latin America</td>
<td>882,000</td>
<td>0</td>
<td>674,000</td>
<td>1,560,000</td>
</tr>
<tr>
<td>United States</td>
<td>12,600,000</td>
<td>18,400,000</td>
<td>28,800,000</td>
<td>59,800,000</td>
</tr>
<tr>
<td>Total</td>
<td>15,600,000</td>
<td>19,200,000</td>
<td>32,500,000</td>
<td>67,300,000</td>
</tr>
</tbody>
</table>

Values presented in this table represent the most current values, but are still subject to change.
Engaging Our Stakeholders

See how our stakeholder-driven approach to sustainability materiality serves as a foundation for our sustainability strategy and reporting.

Stakeholder engagement can help guide companies on doing business the right way. It can also have a direct impact on a company’s financial success (sales, share price and investments), on its operations, and on its reputation. 3M has created a robust, stakeholder-driven approach to sustainability materiality that serves as a foundation for our sustainability strategy and reporting. Through understanding critical sustainability issues from both internal and external perspectives, 3M can strengthen its social license to operate and develop corporate strategy, goals, targets, programs, initiatives and a stakeholder engagement strategy to advance sustainability globally.

As a science-based company, our stakeholders include customers and consumers, investors, government agencies, industry organizations, subject-matter experts and academia, non-government organizations, other corporations and more.

It is through collaboration and partnerships that 3M can accelerate sustainability in our company and in the world. We value our partnerships with numerous stakeholders as a way to not only address our sustainability issues, but to help our partners address their sustainability challenges. 3M has joined numerous organizations globally to advance sustainability through collaboration with the organization and its members. Memberships have provided a forum for working on key sustainability issues that are relevant to both 3M and our stakeholders.

Memberships and partnerships help provide us with diverse viewpoints on sustainability, a better understanding of the positions of our stakeholders, and a mechanism to learn from the successes and failures of our peers.
To help assure the external organizations that we partner with share our commitment to business integrity, in 2016 we introduced a third-party business conduct assessment process.

### Stakeholder Engagement Strategy

3M’s stakeholder engagement strategy continues to evolve. We continually look to our stakeholders to help us increase understanding, broaden our awareness, seek technical input and expertise and evaluate possible collaborations and strategic partnerships. We rely on their counsel and expertise to help guide us. We believe stakeholder engagement should be based on candid and authentic dialog, grounded in the company’s values and should contribute to the evolution of our strategic priorities.

Levels of engagement with stakeholders vary greatly by geography, type and function. For example, 3M employees globally are engaged frequently through sustainability communications and events with diverse topics based on our material aspects, while we may engage annually for an industry association meeting. We may also have engagements around a specific issue.

We engaged with many internal and external stakeholders in setting our new 3M 2025 Sustainability Goals. Our 2014 and 2016 materiality assessments both demonstrated that our 2025 Goals remain aligned with our stakeholder expectations—see the Materiality section for more information. Our goals are aligned with the key global challenges, as well as the United Nations 2030 Sustainable Development Goals. As such, they present unique opportunities for partnerships and collaboration, which 3M is actively seeking.

<table>
<thead>
<tr>
<th>Who</th>
<th>Why</th>
<th>How</th>
</tr>
</thead>
</table>
| **Nonprofit Organizations and NGOs** | • Partnering to understand societal concerns  
• Providing support to advance and solve global issues | 

**Alliance to Save Energy**  
**Forum for the Future**  
**Friends of EU Emissions Trading Scheme (ETS)**  
**TFT (The Forest Trust)**  
**The Nature Conservancy**  
**Net Impact**  
**Practice Greenhealth**  
**World Resources Institute (WRI)**  
**WorldSkills**  
**World Wildlife Fund (WWF)** |

| **Investors** | • Delivering profitable returns on investment  
• Disclosing timely, concise and relevant information (related to Economic, Environmental and Social Issues)  
• Responding to inquiries  
• Upholding corporate values | 

**Dow Jones Sustainability Index**  
**CDP**  
**Msci**  
**National Investor Relations Institute** |

| **Employees** | • Respecting human rights and diversity  
• Supporting, optimizing and promoting development and growth  
• Ensuring a safe and healthy work environment  
• Ensuring equal opportunity  
• Providing competitive compensation and benefits  
• Attracting and retaining the highest talent by being a company for which employees are proud to work | 

**Committee to Encourage Corporate Philanthropy**  
**The League of American Bicyclists**  
**The Science Museum of Minnesota**  
**U.S. Business Leadership Network** |

| **Academia and Scientific Organizations** | • Engaging on technical scientific research to develop innovative solutions for society | 

**Harvard Medical School, The Center for Health and the Global Environment**  
**Iowa State University, Center for Bioplastics and Biocomposites**  
**University of Minnesota, Center for Sustainable Polymers**  
**Environmental Initiative**  
**Intergovernmental Panel on Climate Change**  
**Society of Environmental Toxicology and Chemistry** |

| **Government/Regulators** | • Complying with laws, regulations and policies  
• Supporting and engaging on development and modification changes | 

**The Commission for Environmental Cooperation**  
**United Nations Global Compact**  
**U.S. Department of Energy (DOE)**  
**U.S. EPA Green Power Partnership**  
**U.S. EPA Energy Star Program** |

| **Local Communities** | • Supporting and engaging in citizen activities across our value chain  
• Providing economic and social value to communities while minimizing environmental impact  
• Supporting safe and healthy communities | 

**United Way**  
**Habitat for Humanity**  
**American Red Cross**  
**Feed my Starving Children**  
**Numerous others local to our manufacturing operations around the world**  
**Much more information can be found in the Collaborating with Our Communities section of this report** |

| **Suppliers, Contractors, Industry Associations** | • Partnering with suppliers and contractors that meet or exceed expectations  
• Supporting collective efforts to deliver business results  
• Collaborating to identify, resource and amplify sustainability initiatives  
• Respecting human rights for workers across our value chain | 

**Air & Waste Management Association**  
**Alliance to Save Energy**  
**American Chamber of Commerce (AmCham)**  
**American Chemistry Council (ACC)**  
**American Industrial Hygiene Association**  
**CAPS Research**  
**The Conference Board**  
**The Conflict Free Sourcing Initiative (CFSI)**  
**European Chemistry Industry Council (CEFIC)**  
**Green Chemistry & Commerce Council (GC3)**  
**London Benchmarking Group**  
**Minnesota Chamber of Commerce**  
**National Association of EHS Managers**  
**National Association of Manufacturers (NAM)**  
**National Climate Coalition**  
**Pressure Sensitive Tape Council** |

| **Customers** | • Providing diverse innovative product solutions that help our customers deliver on their promises  
• Offering a diversified portfolio of high quality products  
• Providing products with sustainability attributes to address and help solve global environmental challenges | 

**Corporate Eco Forum**  
**Retail Industry Leaders Association**  
**Sustainable Brands**  
**World Business Council for Sustainable Development** |

| **Media** | • Ensuring 3M is represented accurately with current information | 

**Sustainable Brands**  
**Retail Industry Leaders Association**  
**Sustainable Brands**  
**World Business Council for Sustainable Development**  
**Corporate Eco Forum**  
**Retail Industry Leaders Association**  
**Sustainable Brands**  
**World Business Council for Sustainable Development**

---

68 | 3M 2017 Sustainability Report  
#improvinglives | 69
Diversity and Inclusion

Our Commitment

At 3M, we are a collaborative, diverse group of people whose ideas transform the future. The way we look at it, a diverse, global workforce — people with different experience, ethnicity, age, gender, faith, sexual orientation, personalities, styles and ways of thinking — is a competitive advantage.

This advantage helps us relate more closely to the needs of all 3M customers, suppliers and channel partners around the world reflective of our customers and markets. At the same time, it helps fuel our curiosity, our creativity and our growth as a company.

3M is committed to fostering an inclusive environment, built on our Respectful Workplace Principle, where employees thrive, feel safe and respected, involved, valued, and free to be their real selves. Additional information on our Respectful Workplace Principle can be found in our Human Rights section.

2025 Goal: Double the pipeline of diverse talent in management to build a diverse workforce.

Increasing diversity in every region in which we operate is a core part of our Sustainability strategy. Doubling our diverse talent in management positions will ultimately help build a diverse pipeline for executive leadership as well. That said, we recognize that definitions of diversity vary between countries and cultures. In the U.S. and in many other countries, we provide our people with the opportunity to opt-in and confidentially provide information such as disability status, veteran status, sexual orientation, race/ethnicity and gender.

“Diversity and inclusion allows everyone in the workplace to bring his or her ‘full self’ to work and be respected and valued.”

Ivan Fong, Senior Vice President
Legal Affairs & General Counsel, 3M Company
Our Actions

Every day, we work to assure that the 3M workforce is representative of the people with whom we do business. This entails:

- Seeking and attracting diverse and qualified candidates
- Building our global pipeline of diverse candidates
- Strengthening 3M’s reputation as a great place for diverse people to work

In addition to our day-to-day efforts to support diversity in 2016, we also actively promoted initiatives to both engage our people and attract the best talent.

Engaging our People

It takes every single person in 3M to strengthen our inclusive culture. Inclusive behaviors are included in the descriptors of the Leadership Behaviors and expected of everyone. 3M is providing education to strengthen cultural agility and limit unconscious bias, reinforced by a strong global communication campaign, “I’m in”.

I’m in

I’m in, using a series of ‘in’ words, is a global initiative that was designed to create awareness and understanding of diversity and inclusion in our employees worldwide, and to encourage the actions of every 3M leader and employee to positively influence our culture. Launched in 2014 in 50 countries, “I’m in” strengthens and builds upon a culture where all employees feel valued and free to bring their authentic selves to work each day. In addition to its use of programs from the center of 3M, organizations are encouraged to use the campaign as part of their own group’s work. In 2016, the company expanded the program to include an “I’m in” Conversation Series, a quarterly opportunity for employees to engage in frank conversation around diversity issues.

Employee Resource Networks

Employee Resource Networks (ERNs) are employee-led groups that serve as an integral part of recruiting, engaging and retaining diverse talent and mindsets aligned with our corporate Vision and Strategies. 3M ERNs enable employees to enhance their leadership skills and collaborate across cultures, lifestyles and genders. These communities also work with our businesses to provide relevant customer insights that can expand our marketplace reach. 3M has ERNs established in St. Paul, Austin and other international locations.

- A3CTION — For Asians and Asian Americans
- African American Network
- disAbility Awareness Network
- GLBT + Allies Network
- Latino Resource Network
- Military Support Network
- Native American Network
- New Employee Opportunity Network (NEON)

3M Women’s Leadership Forum

The Women’s Leadership Forum (WLF) is a global organization whose mission is to attract and develop female leaders at every level of the organization and to accelerate the inclusion and advancement of women globally to reflect our customers and markets and grow our business. 3M has 78 WLF chapters worldwide. Chapter leaders include women and men volunteers who customize action plans and events to meet the unique needs of their locations. Chapters collaborate with ERNs and other Forums to drive culture change.

Celebrating Diversity

3M locations everywhere plan and implement special campaigns and events to raise awareness, involve and inspire action among our people.

International Women’s Day

International Women’s Day was created by the United Nations General Assembly in 1977. In March 2016, 3M recognized International Women’s Day celebrations in 64 countries, during which employees were encouraged to wear red and honor the women who have inspired them.

World Day for Cultural Diversity

In 2002, the United Nations General Assembly declared May 21 to be annual World Day for Cultural Diversity, which encourages people around the world to be proactive in supporting diversity and inclusion. The “Do One Thing” campaign was launched worldwide. 3M has been a strong supporter of this campaign from the beginning.

3M Global Inclusion Month

The month of September is designated as Global Inclusion Month at 3M. Several events and activities are held at 3M sites around the world to show how employees can contribute to an inclusive environment, and to raise awareness about unconscious bias.

Inclusion Steering Team

In 2016, we created an Inclusion Steering Team in the U.S. to create opportunities for increased visibility of the WLF and the ERNs. Members of this steering team are a diverse group of senior leaders who represent our five business groups and our corporate functional organizations. They take an active role in both defining and following up on the strategic actions connected with our 2025 Sustainability goal of doubling the pipeline of diverse talent in management.

Attracting Global Talent

During 2016, we participated in several recruiting events to connect with people and talk about employment opportunities at 3M, including:

- American Indian Science and Engineering Society
- Martin Luther King Jr. Day Career Fair
- National Black MBA Association
- National Organization for the Professional Advancement of Black Chemists and Chemical Engineers
- National Society of Black Engineers
- Reaching Out MBA
- Society of Hispanic Professional Engineers
- Society of Women Engineers (National and Regional events)
- U.S. Business Leadership Network

Invent a New Future Challenge

Each year since 2014, 3M has sponsored the Invent a New Future Challenge, a business case competition that celebrates the extraordinary thinking of college students around the world. Third- or fourth-year undergraduate students and those pursuing an advanced degree in marketing, sales, supply chain/logistics, engineering, science, and/or technical studies are encouraged to participate. In 2016, students in 14 countries competed in the local round. Twenty-seven finalists were then flown to the U.S. for the global case competition finals at 3M’s world headquarters in St. Paul. The final winning team received a 6-month mentorship with 3M senior leaders in their respective countries. Another positive outcome of the competition: more than 25 students were hired for full-time positions with the company.

Working with those who have served

3M is a strong supporter of initiatives that provide help to veterans of U.S. military service.

Hiring Our Heroes is a nationwide initiative that helps veterans, transitioning service members, and military spouses find meaningful employment opportunities. The effort is backed by an advisory council comprised of 25...
of America’s biggest employers, including 3M. Elements of the campaign include:

- Establishing best practices for employing veterans
- Providing mentors to help transitioning veterans and their spouses
- Enlisting a similar commitment from small and medium-sized businesses

Hirepurpose provides career guidance and a recruiting portal for transitioning military service members. Its overall mission is supported by Hirepurpose’s employer partners—Fortune 1000 companies that understand the impact and value of hiring veterans, including 3M.

On the Hirepurpose career portal, candidates can research companies, receive job search advice, and make sure their applications reach veteran advocates at each employer partner. A team of Hirepurpose career coaches also provides personalized guidance and support online, over the phone, and at bases across the U.S.

The Employer Support of the Guard and Reserve (ESGR) Patriot Award recognizes the efforts made to support citizen warriors through a wide-range of measures including flexible schedules, time off prior to and after deployment, caring for families, and granting leaves of absence if needed. 3M manager Joe Garvin was presented with this award in 2016, after being nominated by his Reserve Component employee, Capt. Jami Roux.

### Looking forward…

In 2017, 3M will continue to reinforce and build upon inclusion through efforts to bring down unconscious bias and through open dialogue spaces for employees that have been created through the “I’m In” Conversation Series.

Applying a diverse lens to business processes will continue to be an area of focus as we strive to reflect our customers and markets.