People and Culture
2018 Year in Review

3M: Where curiosity finds a global community
Anisha Dharnipragada, p. 35

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One culture, 93,000 stories

What we do every day begins with one of the greatest human strengths we share: curiosity.

We come to work to apply this curiosity, along with our science and technologies, to many of the world’s greatest challenges and opportunities. To help people lead cleaner, healthier, safer and more productive, fulfilling lives. To strengthen the sustainability of our products and our operations — so our customers and our communities flourish.

Our vision is at the heart of how we approach every idea we explore, every product we develop and every business, home and person we reach.

Our Vision:

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

When we keep our minds open, ask questions, explore, experiment and learn, we engage more deeply with each other. We see the world with new eyes. Fresh ideas lead to unexpected solutions — and innovation soars.

“Even as a kid, I wanted to work at 3M. Now that I’m here, I’m amazed by the opportunities.” More than 93,000 people in 87 countries work for 3M, and they stay 10 years, on average.

“3M has introduced more than 55,000 products across a range of industries. Each year roughly 3,000 patents are issued to 3M worldwide.”

“Even as a kid, I wanted to work at 3M. Now that I’m here, I’m amazed by the opportunities.” More than 93,000 people in 87 countries work for 3M, and they stay 10 years, on average.

“Innovation is the only constant at 3M.” Over the last five years, 25 to 30% of portfolio sales (roughly $10 billion) on average came from products that were invented in the last five years.

“At 3M, I learn something new every day.” Employees at all levels benefit from 3M’s focus on “learning and development for all.”

93,000 stories. Tell us yours.
Do you have a story or an insight to share about 3M’s people and culture? We’re eager to hear from you! Send a note to 3mcommunications@mmm.com.
Angela Wittrock joined 3M in August 2018 as a strategist with the Strategy and Marketing Development group. She felt great about her decision for several reasons: a role that exposed her to a variety of projects, businesses and technologies; a great pay and benefits package; plus an array of networking and mentoring opportunities.

Then, a memorable moment in late 2018 brought it all together. "I was riding on the shuttle between buildings at headquarters and I was talking to my shuttle driver," Angela says. "I learned that he had worked at 3M for 40 or more years, in the lab (he invented some kind of tape) and in business roles. He had attempted to retire and had come back to drive the shuttle because he said he just couldn’t get enough of 3M. He wanted to stay in touch with what we were doing and the people at the company.

“I think that was when it hit me that this is a really great place to build a career, and that there are a lot of stories like that shuttle driver’s — and that was something that I could strive toward as I build my career here.”

Across the globe, 3Mers can relate to Angela’s experience. Fernanda Ravazzolo started her career with 3M in 1999 as an intern in Brazil. Since then, she’s held a variety of roles with the company, including international assignments in Peru and Russia. Today, Fernanda leads the finance function for the Middle East and Africa region.

“Our company produces and commercializes thousands of stock units in diversified markets, but for me, the best product we have cannot be sold, divested, acquired or shared: our core values,” Fernanda says.

“During the past 20 years, I’ve shared my life with 3M and I’ve learned a lot. Being a 3M employee gives me the possibility to expand my view and experience in very different aspects to become a better professional and a better person.”

Since the company was founded in 1902, our people and culture have been central to every success — and continue to lead us into an even better future. Together, 3Mers have introduced innovation after innovation that change what’s possible for customers and society. Read on to learn how 3Mers around the world contributed to this effort in 2018.
Neal Schau has two careers. As a supply chain manager at 3M Knoxville in Iowa, he oversees shipping, receiving and warehouse functions, along with inventory accounting and fiber management.

As a lieutenant colonel in the National Guard and battalion commander in the 1-133rd Infantry "Iron Man" Battalion in Waterloo, Iowa, he oversees all aspects of training, mobilizing and deploying troops.

He’s also been deployed twice — once to Iraq and once to Afghanistan.

"3M was highly supportive of my deployment. There were several other people at 3M in a similar role to mine, so they were able to cover my position while I was gone," Neal says. "All of the managers that I’ve worked for have been really flexible as far as giving me the time I need to do both jobs."

As an early member of the Military Support Network (MSN) — one of 3M’s Employee Resource Networks — Neal helped drive deeper awareness about the needs of military members in the workplace.

"Military members make highly valuable 3M employees," he says. "The MSN helps support veterans and creates a culture to recruit veterans to come and work at 3M, which attracts the highest caliber of talent."

Through his own experience, Neal soon uncovered a way that 3M could do even more — by expanding its paid military leave benefits.

"The National Guard commercials say one week in a month and two weeks in the summer, but that’s the basic minimum requirement. For example, there’s months that I’ll do more than one week in a month, and my annual training for my unit next year is three weeks long." Neal sent a note to MSN’s executive sponsor, Paul Keel, senior vice president, in the summer of 2018, sharing his specific constraints and requirements.

"I explained that this is typical for others at 3M who have similar issues," Neal says. From there, things moved fast. By August, 3M announced a newly expanded military leave policy.

Neal finds that his two careers complement each other in many ways.

"In the military, there’s a decision-making process called MDMP ‘war-gaming,’ where you evaluate different courses of action," he says.

“That type of skill — which involves keeping an open mind when evaluating solutions to problems, identifying different ways to correct the problem and ultimately coming up with the best way to fix it — is really replicable at 3M.”

I wouldn’t have been able to achieve what I have, being a battalion commander in the Iowa National Guard, without 3M’s support."

— Neal Schau

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Military-grade support for active-duty, reserves and veterans

3M strives to be the premier company for the military community. That’s why, in 2018, 3M expanded paid leave benefits for employees in National Guard or reserve units. Coverage doubled from two weeks to four weeks each calendar year, with the potential to earn differential pay for the difference between 3M and military pay.

This policy change reflects our commitment to veterans and the mission of the Military Support Network (MSN), which provides active support and outreach to veterans and their families, including scholarships, professional development, military speaker series, networking opportunities and resources.

“At 3M, there are opportunities to learn from other people, take on more assignments and broaden your scope. You’re always challenged. And if you don’t feel like you’re being challenged, then you can ask and you’ll be challenged.”

— Samantha Johnson
HR Metrics Analyst and E4 Medical Command Specialist at Brook Army Medical Center

3M military support by the numbers:

$1.1 million raised since 2013 to help veterans and families join the auto body industry

300 scholarships and tool grants awarded

410+ U.S. military family members participated in United Through Reading

$100,000 for the 3M Hire Our Heroes program, which provides scholarships and tool grants for military members who want to enter the collision repair industry

$50,000 for Hiring Our Heroes, a U.S. Chamber of Commerce initiative to help veterans, transitioning service members and military spouses find meaningful employment

$75,000 in 3M products for the Minnesota Assistance Council for Veterans’ August Stand Down for homeless veterans

3M also provides cash grants to the following organizations that support military families and veterans:

- Fisher House Foundation provides free temporary lodging to military and veterans’ families while a loved one receives medical care.
- Our Military Kids offers military children opportunities to participate in grant-funded activities such as dance, soccer or piano.
When Linda Brown was 9 years old, she and her dad drove past a big white building next to the highway. She asked, “What’s that big thing with the 3M on it?” Her father responded, “You’re going to be an engineer in that building someday.”

Fast forward to 2019. Linda is now a product support engineer at 3M. Her specialty: advanced wound-care products, overseeing design to align with customer expectations. “It takes quality assurance to make a quality, world-class product,” Linda says. “When it comes down to it, the only thing that really matters is patient safety and health.”

Linda takes her own health just as seriously. Through many chapters in her life, 3M’s health and wellness programs have bolstered her well-being. When 3M first introduced the Healthy Living program years ago, she enjoyed a very active lifestyle, participating in both karate and belly dancing. Nonetheless, she knew she needed to work harder to maintain healthy habits, so she took advantage of 3M’s Weight Watchers program.

At first, Linda lost a lot of weight, but she gained much of it back again. That’s when another program at 3M came into play. “I contacted the coach of the incentives program and told her that I was worried about how my weight yo-yoed up and down,” she says. “She reassured me that they would work with me on that.”

Linda started meeting regularly with a dietician at 3M. “I learned so many things about food that I had never paid attention to,” she says. “I actually thought a carbohydrate was a grain before I started the program.”

After she was diagnosed as pre-diabetic, Linda found a healthy living coach through Livongo — a diabetes management service offered as part of 3M’s benefits package. “They helped me get my carb balance right with fruit and grains,” she says. “They did all the calculations, and when I ran them by my personal physician, he said the resources at 3M are right — that they were giving me good advice. That’s a real stamp of approval.”

Because of her active involvement in 3M’s Healthy Living program, 3M invited Linda to participate in a forum that focused on the company’s insurance model and how it could help drive better health outcomes. “That was really interesting for me, to actually be able to help other employees and be part of the process,” she says.

After a car accident limited her ability to participate in karate and belly dancing, Linda became an avid biker, reaching 2,500 miles a year. She also works movement into her daily office routine. “All it takes for physical balance is walking 30 minutes a day,” she says. “You can have meetings in the hallway or take a walk instead of calling someone.”

“What’s really great is having the phone numbers to check in with people at Healthy Living to keep you accountable,” she says. “If we can bypass the fear of thinking our questions might be dumb, there’s nothing that can stop us from creating better health.”
Linda Brown
Product Support Engineer
Compensation and benefits engineered to bring out our best

At 3M, our goal is to provide pay and benefits programs that are so good, our busy global team won’t need to think much about them. Because our people have big ideas on their minds.

Our compensation programs balance both individual and enterprise-wide performance, aligning with our vision and strategic goals. We calculate pay based on each 3Mer’s role, responsibilities, skills and performance. When a 3M employee meets or exceeds performance expectations, they help the company grow. For this reason, our annual employee performance review process directly connects to compensation.

We use an industry-leading compensation formula that helps us provide equitable pay. We compare our pay components to those of other premier companies every year and adjust them as needed to stay highly competitive. Further, our Global Market Pricing Process assures market-competitive compensation for employees worldwide and drives consistency and transparency in compensation practices across all regions. This practice makes it easier to move across the company seamlessly and grow global careers with 3M.
U.S. benefits that really go beyond

Parent Connection: Support for working families
We support working families navigating the complex path of parenting. Available to employees at 3M Center, Parent Connection is an outside service that offers parent education classes during the workday.

Parent Connection’s Kelly Tronstad, a licensed parent educator, currently offers classes for parents with children ages 2 and younger, and one for those with children ages 3–5. Her goal is to add K–5th grade, 6th–8th grade and 9th–12th grade. Small group classes cover a wide range of topics and draw upon evidence-based research, with parents having the opportunity to share their concerns and successes with each other.

Because furkids deserve protection, too
For many 3Mers, health expenses for canine or feline family members can really add up. While it’s hard to anticipate accidents and illnesses, 3M’s new pet health coverage, offered through Nationwide, helps make it a little easier to be prepared for them. It covers a multitude of medical problems and conditions related to accidents and illnesses, including cancer, plus offers optional wellness care reimbursements. Coverage is available for dogs, cats, birds and exotic pets.

Keeping 3Mer identities safe and secure
With identity theft on the rise, 3M offers proactive identity and credit monitoring through InfoArmor’s PrivacyArmor insurance benefit. This comprehensive solution for fighting identity fraud issues and protecting personal information is available to 3Mers for a monthly payroll deduction. It’s a simple way to safeguard identities and provide peace of mind.

Advice, when 3Mers need it
Many 3M employees will need an attorney at some point, whether it’s for a planned event like buying a home or preparing a will, or for an unforeseen problem like a tax audit. Attorney fees can add up quickly when paying out of pocket. MetLaw’s Group Legal plan provides access to local, experienced attorneys for help with many common legal matters for a monthly payroll deduction.

Tapping the talent pipeline comes with a bonus
At 3M, we recognize the value of referrals to help build our talent pool. After all, many 3Mers have a network of talented professionals. If a 3M employee refers someone for a bonus-eligible position and they are hired, the referring employee will be eligible to receive a $1,000 bonus after the third month of the new hire’s continuous employment with 3M.

Committed to commitment: Domestic partner benefits
At 3M, we value our differences — in thinking, experience, ethnicity, sexual orientation, age, gender, personalities and styles. Inclusion and diversity are cornerstones of our culture, essential to innovation, and make 3M a leading employer and global business partner of choice. That’s why we offer benefits for eligible opposite- and same-sex domestic partners or employees and eligible dependents.
The magic of a mentor

Michelle Ji
Manufacturing Technology Specialist
Michelle Ji recalls the moment when she pitched a big idea to her supervisor. "He said, ‘Go for it! Go explore.’"

Three years later, her project had come to fruition. Michelle and her colleagues implemented 3M’s ACORNS technology to help a manufacturing process run more efficiently, lower emissions and reduce solvent use.

What was the winning formula for this achievement? One key ingredient was Michelle herself, as she doggedly developed and pursued her vision. Another was 3M — a collective force that included Michelle’s trusting supervisor; the Corporate Research Process Lab (CRPL), which invented ACORNS; a surround-sound chorus of encouraging colleagues; plus experienced, caring mentors.

In 2018, 3M celebrated the Year of the Mentor, honoring the uniquely powerful role mentors play in individual achievement and team success.

The Year of the Mentor invited 3Mers to capitalize on a range of mentorship opportunities to help advance their careers, expand their experience or explore new ideas. The company provided tips, tools and resources to spark thousands of mentoring opportunities worldwide.

Michelle benefited from a much-loved Lean In Circle led by Gayle Schueller, 3M’s vice president and chief sustainability officer.

An outgrowth of Facebook COO Sheryl Sandberg’s popular book, Lean In Circles provide women with a forum to come together monthly, talk openly about their ambitions and encourage one another to take on new challenges. “It’s just a wonderful way to engage with people that you don’t normally meet across the company — people with all different backgrounds and experience levels,” Gayle says.

Michelle was thrilled to be part of the group. “Our conversations were so candid, we could literally talk to each other about anything,” including the most critical, defining moments in their lives and careers, Michelle says. For instance, one group member struggled to decide whether she should accept a new role. “We said, ‘Do it! Nothing’s permanent, and you’ll regret it if you don’t take it.’ So she ended up taking the job from our advice, and she ended up loving it.”

Charlene Vance, marketing manager and chair-elect for the African American Network, recalls a senior executive who mentored her during her early days at 3M. “We met every month, and he gave me really good advice. It brings value in a different way when you have this person who is really important, who is super busy and their time is probably their number one commodity, investing that time in you. He did that,” she says.

As her own career expands, Charlene keeps mentoring and supporting others, too. “I get energy from helping people do and be more than they originally think.”

It’s a commitment, she says, that’s common across 3M. “People want to pay it forward, show you where your value is and also teach you how you can fit in so that you can have your impact as you grow through your career.”

— Charlene Vance
Marketing Manager
A culture that celebrates learning every day

A company powered by 93,000 learners is a company poised to change the world. In 2018, we worked to foster a strong culture of continuous learning across every role and geography. We launched a multi-year, multi-pronged strategy to sharpen the impact of 3M’s learning and development offerings. We also continued to invest in a global learning ecosystem that animates our ambition of learning and development for all.
New Learning Council
In 2018, we formed a new Learning Council charged with driving enterprise-wide learning strategies and investments. Composed of a cross-functional forum of learning and development leaders, the Learning Council works to identify, implement and test new ways to achieve learning and development for all.

Learning for all
An online learning portal, available to all employees, houses thousands of resources in 15 languages to support self-driven learning and discovery — on demand.

Strategic partnerships
3M partners with educational institutions and private-sector organizations across the globe to advance curriculum strategy and develop consumer-quality learning programs and content.

3M Leadership Way
A culture of learning starts with our leaders. In 2018, we expanded the reach and impact of 3M Leadership Way programs, which help prepare leaders for future challenges and enable them to lead teams in bringing more value to customers and our business. Designed for leaders at all levels, from brand-new managers to the company’s top 250 game-changers, 3M Leadership Way programs teach skills ranging from agility to influence to problem solving.

The reach of 3M learning:

- 10,000+ resources in 3M’s global online learning portal
- 555 leadership coaching engagements
- 4,400+ participants in the 3M Leadership Way programs

“There is innovation in every part of the organization. Everyone is trying new things.”

— Cristina Ocaña Núñez
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The story behind 2018’s Smog-reducing granules

3M’s Smog-reducing granules were big news in 2018, landing on TIME Magazine’s list of the year’s best inventions in the Sustainability and Social Good category. This remarkable innovation harnesses the power of the sun to turn roofing shingles into a pollution-fighting surface. When the sun hits the granules, the photocatalytic coating transforms the smog pollution (nitrogen oxides) into water-soluble ions that safely wash away with rain.

The origin story behind this public achievement is lesser-known. It’s a winding tale about one invention, the many people who championed it along the way and the innovative culture that brought it into the world. “This is an invention over a 20-year span,” says Lara Ughetta, application engineer specialist. “It finally came to fruition in 2018, but it’s the culmination of a lot of work by a lot of people.”

The core technology was invented in the 1990s — for a different reason

A team at 3M invented photocatalytic granules decades ago as they pursued a solution to remove algae and related black streaks from rooftops. The invention worked, but it couldn’t be commercialized because it was too expensive for its intended customer base, explains Frank Klink, senior laboratory manager. So the group shelved it — for a while.

3M’s 15% Culture made Smog-reducing particles possible

As years passed since the granules’ invention, people kept noodling. “It’s a classic example of 3M’s 15% Culture,” Frank says. “Take it back. Don’t forget it, and maybe spend up to 15% of your time exploring what you could do. See if you can put together a proposal later, when you find some additional pieces of the puzzle.”

It was one of the first projects in its business unit to use the Scrum framework

When the granules’ potential for smog reduction caught the attention of a sustainability-minded customer in 2017, Malarkey Roofing Products, it was time to move fast. With its two-week sprints and routines that emphasize collaboration, rapid iteration and transparency, Scrum provided a way to fuse scientific rigor with Silicon Valley agility.

When aesthetics took center stage, a 3M color expert saved the show

Sustainability drove the initiative, but the customer knew that shingles on consumers’ homes needed to look great, too. Despite careful attention to color, the team didn’t nail it for the customer right away. “When they said they wanted it tweaked, we were a little bit caught off guard,” Lara says. “We ended up bringing in another team member from the lab who basically is kind of a color expert. She was very familiar with how to tweak color to make it closer to what we wanted. She helped us, tremendously.” It was another example of 3M’s incredible breadth of expertise.

The effort received a boost from a public high school teacher

Through a program called 3M TWIST (Teachers Working in Science and Technology), a Woodbury High School science teacher named Herb Struss joined the team during the summer and helped test formulations.

“Working with 3M scientists has permeated how I teach,” Herb says. “I’ve always done science activities, but now in lab work, I’m asking students to go the next level and really check their predictions based on data.”

Herb says he was impressed by the 3M team’s singleness of purpose, speed and collaboration on attainable goals and results.

“We don’t often see a final product in education, so it was nice to see a product that met the customer’s requirements,” he joked.

Lara says, “We’re a small division, so getting extra help in the summer is huge for us. An added bonus is that Herb and other 3M TWIST teachers can tell their students, ‘Hey kids, I made a new product, here’s how I tested it and look at the results I got: They can show kids that you do need to learn algebra — and get them excited about science and technology.”

The story doesn’t end with the invention

On par with the innovation itself, Frank says, was the need to understand the granules’ full product life cycle and environmental impact. 3M conducted testing on the granules — and then submitted them for further testing at Lawrence Berkeley National Laboratory, a Department of Energy Office of Science lab managed by the University of California. The testing validated the granules reduced smog and improved air quality.

The smog-reducing technology was endorsed as “a great step forward in addressing air quality and climate concerns” by Jonathan Parfrey, the executive director of Climate Resolve, a U.S. nonprofit organization focused on local solutions to global climate change.

Frank says, “We were able to validate that we weren’t introducing new problems as we solved for another one.” That’s the kind of scientific rigor people expect, he says, from a company that has Science. Applied to Life™ in its very DNA.
There’s one thing we’ll always make: Time for curiosity

15% Culture

It’s legendary for a reason — the basis for inventions such as Post-it® Notes, Multilayer Optical Film and Cubitron™ Abrasive Grains. Since 1948, 3M has given the go-ahead to employees who want to spend 15% of their work time to pursue an idea, passion or experimental project that could lead to innovative solutions, better processes or new products.

After coordinating with managers to ensure day-to-day responsibilities are met, 3Mers around the world unleash the power of their curiosity through 15% time. Each year, 3M’s 15% Culture Committee selects the most unique and inspiring projects that embody the principles of 3M’s 15% Culture. In 2018, the winners included:

- **Sean Smith:** With his team, Sean developed new fluorinated materials to support 3M’s high-performance fluids business.
- **Graham Clarke:** Graham and team added new data visualization capabilities to WebCool — an existing 3M software package that models roll-to-roll manufacturing processes.
- **Petra Kohler Riedi, Joe Oxman and Steve Swanson:** Together with a larger team, Petra, Joe and Steve developed technology to improve tooth cleaning in the dental office.

FlexAbility for work

Whether it’s a work-from-home arrangement, flexible work hours or extended telecommuting due to relocation, FlexAbility puts into practice a powerful way of thinking: Our work lives and personal lives can coexist. In 2018, 3M continued to promote and expand use of FlexAbility, which supports individual arrangements between each 3Mer and their supervisor for a flexible work practice that maximizes professional and personal productivity.

FlexAbility for volunteering

3M encourages and supports employee participation in volunteer endeavors that enhance the quality of life in our communities. For this reason, 3M allows release time during work hours for employees who want to share their time, talent and passion through volunteerism, provided supervisors support the arrangement and work can be completed. In fact, many volunteer opportunities that 3Mgives offers are during the school and work day, such as reading with or mentoring students, presenting career talks at schools, performing science experiments with students, and more.
Some of the best ideas often come from individuals and small groups, and 15% Culture enables these ideas to be worked on by the people most passionate about them. The more passionate you are, the more likely you will succeed, and history has shown that these types of ideas can lead to significant new sales or even entire new product or technology areas.”

— Graham Clarke
Process Development Specialist
Where workspaces become places for discovery

Customer-centric. Agile. Balanced. Inspired. From cutting-edge Innovation Centers to placid pollinator trails, 3M’s places play a powerful role in shaping mindsets and perspectives that represent 3M culture at its best.

**Agile labs**
As our ways of working evolve, our workspaces need to change, too. In 2018, 3M added Agile labs in numerous locations for teams using Scrum or Agile frameworks. Scrum teams’ constant prioritization, collaboration and co-location help projects move ahead quickly in regular intervals called “sprints.” Agile labs provide the spaces that teams need for this kind of intense teamwork — often with the addition of technology solutions that facilitate collaboration when teams need to work together across geographies. They provide the settings that allow Agile projects to flourish.

**Design Centers**
Design Centers in Maplewood, Minn., Italy, Japan and India — plus China in 2019 — are providing 3Mers new ways to incorporate design thinking into a broad range of disciplines: graphic and industrial design, user experience (UX), and design research. Bolstered by a global design organization with 140 designers around the globe, 3M’s Design Centers help spark new ways to enhance the brand experience, advance innovation and create customer-driven solutions that positively impact the world. Unsurprisingly, the Design Centers also are great places to visit.
Innovation Center

In 2018, 3M opened a new Innovation Center in our Washington, D.C., offices near the Capitol. The new space showcases how 3M science is solving some of today’s biggest challenges. It highlights solutions for specific customer needs and strengthens collaboration with key decision makers in D.C. and across the East Coast. The new center also creates opportunities to introduce lawmakers, regulators, diplomats and other stakeholders to the unique capabilities and technology platforms of 3M.

Walking trails, plants and pollinators

Sometimes, smart thinking is fueled by solitude — by stepping outdoors to escape the commotion of the moment and see challenges and opportunities differently. 3M’s 80-acre grounds in Maplewood, Minn., support those quiet moments, plus opportunities to connect on a different level with a colleague or supervisor during a walk. Our outdoor spaces deliver sustainability benefits, with a new tree program and native plants that help reduce the consumption of water, chemicals and fertilizers. The grounds are home to pollinator habitats: gardens, managed prairies, a green roof on Building 260, plus multiple beehives and birdhouses. And we’re proud to compost plant material. As a result of all of these efforts, the Ramsey-Washington Metro Watershed District recognized 3M headquarters as a Landscape Ecology Awards Program (LEAP) award-winning site.
3Mgives: Making a difference is in our DNA

As 3M’s social investment arm, 3Mgives maximizes the company’s community impact and supports a culture of service.

- We have a longstanding commitment to education and developing tomorrow’s workforce through strategic investments in Science, Technology, Engineering and Math (STEM) programs and skilled trades.
- We invest in nonprofit organizations that strengthen the communities where 3M operates.
- We partner with colleges/universities and nonprofit organizations to offer matching gifts that increase the impact of our employees and retirees.
- We share our time and talent to improve lives in our communities.

**Education**
Advancing equity in STEM and skilled trades
We drive equity by increasing student exposure to the possibilities of STEM and broadening access to quality STEM activities and role models.

2018 education giving:
$33.8 million
cash and in-kind donations
78,500
volunteer hours

**Community**
Enhancing community vibrancy
We strive to build inclusiveness, diversity, strength and vibrancy in our communities around the world.

2018 community giving:
$29.2 million
cash and in-kind donations
243,000
volunteer hours

**Environment**
Fostering sustainable communities
We work to create a more sustainable world with investments in projects that support conservation, enhance livelihoods and promote science-based environmental education.

2018 environment giving:
$3.3 million
cash and in-kind donations
11,300
volunteer hours

$66.3M total investment
Cash: $35.6M
In-kind: $30.7M
Volunteerism: 333K hours
Using GRIT to introduce girls to engineering

In 2018, 3M Chemical Engineer and Technical Manager Dawn Muyres volunteered to lead a group of six girls in the FIRST® LEGO® League.

The team applied science, engineering and math concepts to develop imaginative solutions to real-world problems. They also designed, built and programmed a robot.

“I was so excited to coach this group of girls, not only because one member of the team is my daughter, but because I’m helping expand their minds and ideas of what they can do in the world,” Dawn says.

In the process, Dawn helped the girls learn GRIT, which stands for guts, resilience, integrity and tenacity. She says, “GRIT is about exploring, failing, learning something, getting up and trying again.”

Dawn and her group didn’t win the team challenge, but they walked away with the Spirit Award — and the knowledge that engineering is awesome.
Jennifer Fuenzalida is always up for new challenges. In her seven years with 3M, she has taken on various roles across sales and marketing, and is currently a marketing coordinator for the food and beverage industry in 3M Latin America.

A new challenge is exactly what she was looking for when she applied for 3M Impact, a skills-based service program that takes employees to locations all over the world to work with local nonprofit organizations, social enterprises and government agencies and contribute to solutions for pressing social or environmental issues.

“I knew I could learn a lot working with people from all over the world, with different skills and with new and different cultures,” Jennifer says.

What she got was an experience that changed her life.

She and a small 3M Impact team traveled to Bangalore, India, to work with the nonprofit AME Foundation to help local farmers become more profitable.

Before they left, they spent a month learning about the community, the people and the AME Foundation. But as Jennifer soon realized, it’s one thing to learn from books. It’s another thing to gain wisdom from experience.

“We certainly started thinking of solutions before we went,” she says. “But when you actually get there, and get to know the amazing people, and experience the land, you quickly learn what’s going to work and what is going to go wrong.”

The farmers were mostly women (whose husbands worked in the city every day), tending individual plots of land. The AME Foundation had started to help by guiding these farmers in eco-friendly farming and land-management practices.

The 3M Impact team came in to make recommendations for enhancing the profitability of farmers the AME Foundation supported. But they wanted to help move these farmers to the next level.

“We taught them how to collaborate — how to help each other to improve efficiencies and decrease costs across the value chain,” Jennifer says. “We focused on making the process of farming easier for these women. And we taught them how to save money — and be more profitable — in the process.”

As it turned out, the 3M team’s recommendations impacted more than the farmers. “It’s amazing. I went into this thinking, ‘How can I help India?’ But I came home feeling like India helped me!” Jennifer says.

When asked if she had any advice for those who are curious about 3M Impact, she said, “Participate. Be involved. Have the courage to try. Because we can learn and grow more than we know!”

It’s amazing, really. I went into this thinking, ‘How can I help India?’ But I came home feeling like India helped me!”

— Jennifer Fuenzalida
With creativity and a shared purpose, no problem is unsolvable

3M Impact moved into its second year in 2018, empowering 50 employees from 24 countries to use their skills to benefit universities, social enterprises and nonprofits in Brazil, China, India and South Africa. We partnered with 15 organizations, providing more than $350,000 in cost savings and reaching more than 800,000 beneficiaries.

In 2018, 3M Impact also expanded to include two local versions, piloting programs in St. Paul, Minn., and Mexico City. Employees based at each location spent six weeks in a mix of virtual and face-to-face interactions to address challenges in their own communities.

2018 highlights:

**More than a work trip**
“This experience has made me see the capacity we have to help others if we just try.”
— Duminda Gunasekara
Senior Applications Development Engineer

3Mers traveled to Brazil to offer their product design and marketing expertise to aid a nonprofit that supports the psychological rehabilitation of people with mental disorders.

Read Duminda’s story on 3M.com/careers.

**The confidence to grow**
“The task seemed impossible, but when we did it, it was one of the greatest things I’ve ever experienced.”
— Todd Ambo
Lean Six Sigma Black Belt

3Mers were tasked with developing a business plan to scale up operations for an organization that designs and sells zero-waste products and aims to change citizens’ perceptions and behaviors toward waste.

Read Todd’s story on 3M.com/careers.

**Best career experience ever**
“I am now able to see how much capacity I have to do more and contribute to solutions like this.”
— Rohit Ramdey
Technical Specialist

3Mers partnered with a nonprofit organization in China to provide a structured curriculum for elementary classes and develop a teacher assistance package to help them execute virtual Science, Technology, Engineering, Arts and Math (STEAM) classes.

Read Rohit’s story on 3M.com/careers.
Providing a road map to the future of advanced manufacturing

How can society increase interest in, and exposure to, advanced manufacturing opportunities that support a strong technical workforce in the years to come?

One answer is 3M MAP (Manufacturing and Academic Partnerships), a program that entered its second year in 2018.

Through partnerships with local high schools and community and technical colleges, 3M MAP representatives visit classrooms and campuses to talk about our latest developments and innovations, and to promote training in advanced manufacturing. They also provide additional training for educators.

To date, 3M has invested over $2.3 million in this exciting initiative, including capital investments to ensure technical colleges and high schools have access to cutting-edge technologies that will be used in factories of the future. The program also ensures access to teacher training and student scholarships nationally.

Additional highlights include:
- 11 hubs in 6 states
- 10 post-secondary schools
- 30 high schools
- 2 junior high schools
- 36 educators trained
- 2,204 students
- 44 student scholarships in mechatronics and advanced manufacturing

Destination: Hired!

Luke Kamrath is proof that the 3M MAP initiative works. "In high school, 3M and Alexandria Technical College came and talked to us, and told us what they’re doing. That’s when I decided to go to Alex Tech and do the mechatronics program."

He adds, "It was really easy to get information through 3M MAP."

Luke took all the tech-ed classes he could get his hands on. After his first year at Alex Tech, he applied for — and received — a summer internship with 3M. During his second summer internship, he applied for a job and got hired before he was even done with school.

“It’s been a great company to work for so far. It’s a good opportunity to make good money right out of school, and the people are great — everyone’s willing to help.”

It was really easy to get information through 3M MAP.”

— Luke Kamrath
System Multi-Skill

93,000 stories. Tell us yours.
Do you have a story or an insight to share about 3M’s people and culture? We’re eager to hear from you! Send a note to 3mcommunications@mrm.com.
In 2018, 3M responded to the unprecedented level of natural disasters, including earthquakes, tsunamis, hurricanes, floods and wildfires. In total, 3M invested more than $4.5 million in cash and products to support humanitarian aid efforts across the world.

At 3M, we are uniquely positioned to offer support not only financially but also with products. Since they address immediate needs, product donations can be essential following natural disasters.

In times of crisis, 3Mgives works closely with 3M managing directors and business group leaders, as well as nonprofit partners such as American Red Cross, Direct Relief, MAP International and GlobalGiving. In addition, we work with our humanitarian aid partners to prestock warehouses with supplies commonly used during relief operations.

We typically donate: first aid tapes and bandages; respirators; safety glasses; stethoscopes; infection prevention products; tapes such as packaging and box sealing tape, duct tape and reflective tape; earplugs; working gloves and sponges; and insect repellent.
Earthquakes and a tsunami in Indonesia
From July to October, Indonesia experienced multiple earthquakes and numerous aftershocks. On Sept. 28, the largest earthquake of 7.4 magnitude also generated a tsunami that significantly affected coastal areas. 3M donated $50,000 cash, plus made product donations, to support relief and recovery.

Typhoon and mudslides in the Philippines
On Sept. 15, Typhoon Mangkhut made landfall as the strongest typhoon to hit the Philippines since 2013. The typhoon also triggered landslides in two villages. 3M made a cash donation of $25,000, along with product donations, to advance humanitarian aid efforts in the region.

Wildfires in California
In 2018, California experienced the deadliest and most destructive wildfire season on record. To help those in need, 3M donated more than 380,000 N95 respirators to our humanitarian aid partners American Red Cross and Direct Relief.

3mcommunications@mmm.com

Hurricane in Florida
Hurricane Michael struck the Florida Panhandle on Oct. 10. For months, 3M worked with our humanitarian aid partners, providing emergency supplies, products and assistance to the communities affected by the hurricane.

Hurricane in the Southeastern U.S.
On Sept. 14, Hurricane Florence made landfall in North Carolina and affected states throughout the Southeast. 3M provided product donations valued at more than $500,000 to support affected communities.

Mexico City earthquake recovery
3M provided a grant for $300,000 to Fondo Unido, as well as in-kind donations of $640,000 for recovery efforts. The grant helped build eight houses, one primary school and one library, and rebuild the local United Way office. Throughout 2018, 3M Mexico organized several volunteer events to continue the rebuilding efforts in impacted areas.
Throughout our more than 115-year history, our commitment to building and growing a more diverse and inclusive 3M has supported the success of our customers, our people and our company.

On 3M Global Inclusion Day, an event when we celebrate this commitment, we shared the steady progress we have made toward our 2025 Diversity Sustainability Goal: to double the pipeline of diverse talent in management to build a diverse workforce.

At the same time, we know we can and will accomplish much more. For this reason, we launched a new initiative that will strengthen our inclusive environment and support our diverse workplace.

Introducing the CEO Inclusion Council

With CEO Mike Roman as the champion, the new CEO Inclusion Council will elevate our diversity and inclusion initiatives and invite diverse perspectives into action planning and identifying projects that accelerate progress in our diversity and inclusion goals. Made up of diverse 3M leaders, including members of 3M’s Employee Resource Networks (ERNs), the council will have the opportunity to raise their voices and bring opportunities to 3M’s CEO directly.

The CEO Inclusion Council will meet on a quarterly basis, beginning in Q1 2019.
Meet the Global Inclusion Team

Along with the CEO Inclusion Council, each country, business and staff group at 3M has a designated Inclusion Champion who leads action plans to advance inclusion initiatives within their group. These leaders focus on:

- Engaging teams to create and sustain a culture of inclusion
- Driving improvement in their organization’s Inclusion Index results
- Supporting different perspectives — because great minds don’t always think alike

Javiera McGuigan
Global Marketing Manager

Michael Morimoto
Human Resources Black Belt
What’s very interesting is that inclusion is one of the psychological factors in the workplace. Creating a psychological ‘safety environment’ is essential in the inclusion model.”

— Gerardo Durand
Using science to understand our need to belong

When it comes to promoting inclusion at 3M, Dr. Gerardo Durand plays a key role. As one of the occupational medicine physicians in the Corporate Occupational Medicine group, he and his team focus on finding ways to enhance the work environment to improve the health, work engagement and productivity of 3Mers.

“Typically, we address physical aspects of environmental health and safety,” Gerardo says. “But I started thinking that there are other factors that could be determinant of health — the psycho-social factors in the workplace — that we have room to improve.”

Once this idea occurred to him, it stuck with him and began to grow. He started talking to colleagues and doing a little research. Then, about a year ago, he brought it up during a casual conversation with his colleague, Ann Anaya, chief diversity officer. She told him about the wealth of research 3M had about science related to inclusion. So he started looking into it.

“What’s very interesting is that inclusion is one of the psychological factors in the workplace,” he says. “Creating a psychological ‘safety environment’ is essential in the inclusion model.”

He then started talking with Ann about the 3M work environment, wondering how to go about creating that type of safety environment and how to really measure the health outcomes of it. From there, he dove deeper into the 3M research collection.

“I started to dig into how emotions are driven by inclusion — both positive and negative. How important it is — how it benefits not only the people who are included but also people who include other people. In terms of their emotional well-being, ultimately that is associated with health outcomes in certain situations,” he says.

Inspired by what he was learning, Gerardo found more evidence to support the physical effects of emotional reactions.

“I had the opportunity to review all the physiological changes that happen during those interactions — where there’s inclusion or even when there’s exclusion — and all the changes that happen to the human body. It relates to brain activity but also to heart rate, temperature, even pain. People who feel excluded can actually develop physical pain.”

Gerardo combined his learnings with his expertise in public health and occupational medicine to support the 3M inclusion story with scientific evidence of its efficacy. He worked with Ann to enrich the 3M inclusion story and present it to the organization on 3M Global Inclusion Day. His efforts have also inspired a “Science of Inclusion” training module.

“3M is a very science-oriented company. In that regard, we are just placing that aspect — the factual aspect of science — into the inclusion story to drive it forward in a more advanced way.”

He adds, “I feel proud just to have the opportunity to collaborate on one of the most important elements that the company is trying to address and nurture.”
The art of opening up: Q&A with Kayo Roehm

To get a closer look inside the inclusion initiative here at 3M, we talked with Kayo Roehm, design officer and member of her business group’s inclusion team.

Can you think of a moment or two where you felt really proud to be a 3Mer?

Yes, many! I love this company for so many reasons. And there are so many brilliant humans here, whether it’s in our technical labs or our scientists, our marketing leaders, our executive leaders, designers — the cross-functionality of this company is really special, in the way that we work or are working together.

How have you seen 3M culture evolve?

In my 15-plus years here, I have personally seen a strong evolution in the appreciation for each other. I think our diversity and inclusion focus has really amplified over the last couple of years — and it’s been amazing to be a supporter and to participate in some of these initiatives.

What are the types of things you do as a member of the inclusion team?

The steering team was created a couple years ago (and I’m just one of many people on the team!). Initially, we started to go after a leadership focus, making sure that our leaders are aware of inclusion, versed in inclusion, are able to participate in inclusion activities — kind of walk the talk.

Multipliers became a very big initiative — to make sure that all of our leaders within the organization were trained on Multipliers.

What is Multipliers?

Actually, Multipliers is a book written by Liz Wiseman. The full title is Multipliers: How the Best Leaders Make Everyone Smarter.

Essentially, it’s a concept that encourages a person to look at how they act, behave and speak. It could be diminishing, or it could be multiplying.

It’s like putting a mirror in front of your face and really looking at yourself and asking, “Who am I? How am I? How can I be better, to multiply my team and help them be more productive?” It’s an approach that is helping us figure out how we can be better together. More multiplying, less diminishing.

Of course, all of this is good for the bottom line. But instead of leading with that, you just know it’s going to happen.

How does inclusion tangibly affect the work environment?

It’s about creating a safe place for everybody to feel like their ideas and voices are heard — because we don’t know what happens outside these walls. But if we can at least make the time that you spend at 3M safe for you to be you, amazing things can happen — and I think that’s a whole new level of innovation that has yet to be discovered.

All these initiatives are surrounding and embracing the idea of allowing people to be heard. It’s like, “You’re here for a reason. You’re brilliant. 3M wouldn’t have hired anybody else. Let’s make sure that your ideas and your voices are heard — and you feel safe and supported doing it.”

I feel like that’s what’s happening right now at 3M. And I’m all in!
Shining a NEON light on the importance of connection for new 3Mers

It’s never easy to get started in a new job. First days can be overwhelming, and it can take some time to fit in.

Cue NEON — the New Employee Opportunity Network. Led by new employees for new employees, NEON introduces new 3Mers to our company through networking events, company education and community service opportunities.

For newcomers like Carolyn Anderson, social media and content marketing strategist, it’s made a huge difference.

“I came from out of town — Kansas City — so for me, the social opportunities that they’ve offered have been great,” Carolyn says. NEON offers a broad range of opportunities for professional, personal and social growth — there’s something for everyone.

“Whether you just want to learn more about 3M, or get social because you moved here on your own, or you’re a young family wanting to make connections — there are so many different opportunities to connect and engage, you almost certainly can find one that appeals to you.”
My name is Anisha Dharnipragada. I’m a 3M Manufacturing Execution Systems deployment analyst. The reason I chose 3M was because it’s such a large company with a huge impact on so many different areas. There are so many products being made here. And I saw a lot of opportunities for growth.

I feel like I’m never going to be bored. In this environment, no matter what you’re doing, you’ll be learning a lot. It’s a very inclusive environment, and there’s a huge sense of community here. Plus, there’s good work-life balance. It really is a great place for millennials. And the work is challenging and fun — I feel like this is a fun time in life.”
2018 awards and recognition

Global recognition:

- Ethisphere’s World’s Most Ethical Companies
- Forbes’ Most Reputable Companies
- TIME’s Best Inventions
- Dow Jones Sustainability Index Member
- Fortune and Great Place to Work’s World’s Best Workplaces

U.S. recognition:

- Human Rights Campaign’s Best Places to Work for LGBTQ Equality
- Glassdoor’s Best Places to Work
- National Industries for the Blind’s Robert B. Irwin Award
- Disability Equality Index’s Best Places to Work for Disability Inclusion
- Forbes’ JUST 100 List

A simple system for slam-dunk peer recognition

Launched in 2018, the 3M peer-to-peer recognition platform is an amazingly simple tool. Based on the ease and accessibility of e-card platforms, the system allows 3Mers to search a wide variety of card faces and select the topic that best celebrates an individual or group for doing an exceptional job. They can also add a personal note highlighting that person’s achievements and contributions. And the recipient’s manager is copied — so the personal recognition is automatically brought to light.

93,000 stories. Tell us yours.
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