Building a foundation for the future

2021 was a year that saw 3M continue to take meaningful steps toward a more equitable future for our global employee population, as well as the communities in which we operate. It was also a year that saw us make meaningful investments that will enable us to build a strong foundation for equitable outcomes far into the future.

I came to 3M in 2020 for the same reason many others have and continue to: we apply science to improve lives everywhere. The notion of improving lives through the lens of equity in our workplaces, communities and business practices is a noble calling, and one that can only be realized by the commitment of passionate people who care deeply about the world they live in and want to do all they can to make it better. While those elements are essential to the progress we will make, we know that change takes a long-term commitment to show up year after year, and humbly seek to be better. Our journey to deliver on our commitments is rooted in being intentional, accountable and transparent, while acknowledging where we’ve made strides and where we have more work to do.

Thus, this report is meant to share with our key stakeholders — whether employee, customer, shareholder or community partner — how we’re progressing against our commitments, the impact of those efforts, and systems and processes we’re implementing to drive sustainable long-term progress.

Our purpose at 3M is to unlock the power of people, ideas and science to re-imagine what is possible. We are called to go beyond our day jobs and find ways to deliver on the power of that purpose. Our purpose guides us in our work around Diversity, Equity & Inclusion (DE&I) and DE&I is a critical enabler of our company’s purpose.

James Momon
(he/him/his)
3M Chief Equity Officer

In February 2022, Marina Pariseau rejoined 3M as our new Chief Diversity Officer after leading the D&I efforts of Ecolab for several years. Marina will be charged with accelerating the company’s efforts in both representation as well as driving our culture of belonging across our global organization.

“Marina was hired for her subject matter expertise, fresh perspective and passion for the work we have ahead,” Chief Equity Officer James Momon said. “She will provide strategic thought leadership that will enable 3M to deliver on our D&I goals and ambitions.”

“I am so excited to be back at 3M. Like many companies, we are at such a critical point in our D&I journey. Continuing to drive progress toward a diverse and inclusive workforce has never been more important,” Marina said. “Now more than ever, our customers and communities are looking for us to lead. My role in this journey is to help build our collective D&I capability, outlining strategies and plans that allow us to make systemic and sustainable change, all while supporting 3Mers around the world in sharing their unique perspective and making their contribution to our collective success.”
Our global workforce

Representation matters! As a company, 3M aims to reflect the diversity of our customers, suppliers and communities. Our global Diversity Index measures the percentage of 3M management that is diverse across a wide spectrum of dimensions, including gender, nationality, race/ethnicity, disability, U.S. military veterans and LGBTQI+. In 2021, we saw another year of progress in our diversity index with a 1.2% increase versus 2020, but we have much more work to do.

In 2015, we announced an ambitious commitment as part of our Sustainability goals to double our global diverse representation of talent in management by 2025. While we’ve made good progress in moving from 32.6% to 44.5% on our way toward our goal of 65.2%, the maturity of our processes, systems and programs are not going to enable us to deliver on our original commitment. Based on a new assessment of our progress to date we have developed a plan to deliver on this goal by 2030. We remain committed to advancing this goal.

We aim to:
- Double the representation of underrepresented groups from entry-level through management in our U.S. workforce
- Double the representation of underrepresented groups in management positions in our U.S. workforce

In 2021, we saw trend and trajectory improvement in our efforts to progress in both of our underrepresented group commitments and anticipate even more progress in the coming year.

Representation of underrepresented groups (U.S.)

**Entry-level through management**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Diversity</th>
<th>Women</th>
<th>Nationality</th>
<th>Race/Ethnicity</th>
<th>Disability</th>
<th>LGBTQI+</th>
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<tbody>
<tr>
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<td>5.6%</td>
<td>6.2%</td>
<td></td>
<td></td>
<td>0.6%</td>
</tr>
<tr>
<td>2021</td>
<td>8.6%</td>
<td>6.2%</td>
<td>6.2%</td>
<td></td>
<td>0.6%</td>
<td></td>
</tr>
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</table>

**Management positions**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Diversity</th>
<th>Women</th>
<th>Nationality</th>
<th>Race/Ethnicity</th>
<th>Disability</th>
<th>LGBTQI+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>16.2%</td>
<td>40.5%</td>
<td>6.6%</td>
<td>9.2%</td>
<td>1.8%</td>
<td>0.6%</td>
</tr>
<tr>
<td>2021</td>
<td>11.2%</td>
<td>40.5%</td>
<td>6.6%</td>
<td>9.2%</td>
<td>1.8%</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

See global gender data by job level on page 6.

* Underrepresented groups in our 3M workforce include Black/African American and Hispanic/Latino employees.
* * 3M changed job titles, which is reflected in this data.

In the U.S. and in many other countries, we provide our employees the opportunity to confidentially self-disclose information such as disability, veteran status, sexual orientation and gender identity, and race/ethnicity.
Job level analysis: a look at progress and U.S. race/ethnicity representation

<table>
<thead>
<tr>
<th>Board of Directors</th>
<th></th>
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<tr>
<td><strong>2020</strong></td>
<td><strong>2021</strong></td>
<td><strong>Change</strong></td>
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<td>66.7%</td>
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</tr>
<tr>
<td>Hispanic/Latino</td>
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<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>18.2%</td>
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<td>0.0%</td>
</tr>
<tr>
<td>Native Hawaiian/ Other Pacific Islander</td>
<td>0.0%</td>
<td>0.0%</td>
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<td><strong>2021</strong></td>
<td><strong>Change</strong></td>
<td></td>
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<tr>
<td>Men (global)</td>
<td>66.7%</td>
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<td>Women (global)</td>
<td>33.3%</td>
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<td>-8.3%</td>
</tr>
<tr>
<td>White</td>
<td>58.3%</td>
<td>58.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>33.3%</td>
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<td>-8.3%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>8.3%</td>
<td>16.7%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>American Indian/ Alaska Native</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Native Hawaiian/ Other Pacific Islander</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Two or More</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
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<table>
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<tr>
<th>Individual Contributors</th>
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<td><strong>2020</strong></td>
<td><strong>2021</strong></td>
<td><strong>Change</strong></td>
<td></td>
</tr>
<tr>
<td>Men (global)</td>
<td>59.3%</td>
<td>57.9%</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Women (global)</td>
<td>40.7%</td>
<td>42.1%</td>
<td>1.4%</td>
</tr>
<tr>
<td>White</td>
<td>82.2%</td>
<td>81.2%</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>6.5%</td>
<td>6.9%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>5.4%</td>
<td>5.6%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>3.9%</td>
<td>4.1%</td>
<td>0.2%</td>
</tr>
<tr>
<td>American Indian/ Alaska Native</td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Native Hawaiian/ Other Pacific Islander</td>
<td>0.11%</td>
<td>0.2%</td>
<td>0.09%</td>
</tr>
<tr>
<td>Two or More</td>
<td>1.3%</td>
<td>1.5%</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

Pay equity

3M’s global pay philosophy, principles and consistent implementation produce fair and equitable pay for our employees. We analyze gender pay equity globally by comparing employees in the same job category, job grade and location. We do the same analysis in the United States for minorities, aggregated as a group, versus non-minorities. We maintained 100 percent pay equity in the U.S. for women and racial/ethnic groups.

Gender pay equity progress around the world

We seek to ensure employees of different genders are paid the same for similar job responsibilities, and our practices have created gender pay equity across the globe. An analysis comparing our compensation data across gender shows that 3M has achieved gender pay equity across all of our global regions (USAC, LATAM, EMEA, ASIA). We still have a small number of countries that reflect a gender pay equity gap, and we will continue to make progress in addressing these gaps moving forward.

Broadening our talent pipeline

Success at 3M is driven by our people. As we continue to set our sights higher for future growth and innovation, it’s the talent we attract and retain that will help get us there. We have been advancing our recruitment strategies and processes to become more competitive for top talent, build a workforce that has future-focused skills and reflects the diversity of our customers, suppliers and communities.

“We’re evolving our approach to talent and being intentional about how we maximize our time and spend on universities and strategic multicultural partnerships that can help us meet our enterprise priorities,” said Brian Wesley, manager of Partnerships, University Recruiting & Events, 3M Human Resources.

In 2021, 3M launched Work Your Way, an evolved approach to working with many of our employees to best meet their work/life needs. This is a differentiator for recruiting talent. In the United States, we began to refine the number of schools and professional organizations with whom we partner so that we can build stronger relationships and access talent in disciplines most essential to 3M. In addition, we are reinforcing our partnerships with Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) to strengthen our employment brand among diverse and highly skilled talent.

To elevate the candidate experience, we launched Max, our career digital assistant, who automates the interview scheduling process in a quick and easy fashion — reducing cumbersome back and forth scheduling and delays in the hiring process. On our Careers website, Max also readily provides answers, in multiple languages, to the questions that potential talent may have when deciding to apply to 3M.

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“We know that the candidate experience is so important when it comes to attracting top talent, and we want to keep them engaged throughout the full recruitment process. That means using preferred methods of contact to interact and communicate with candidates,” said Janette Batten, 3M vice president, Global Talent Acquisition & Workforce Planning. “Max is available 24/7, so she can provide the answers candidates are looking for when it’s most convenient for them.”

100% Gender pay equity in our global regions

100% U.S. pay equity for racial/ethnic groups

View our EEO-1 report ➔
A space to belong

Creating a culture of inclusion and belonging

Inclusion fosters innovation and collaboration, which are long-standing hallmarks of 3M’s culture and have greatly contributed to our success. Each year, we survey our employees through our Global Inclusion Index to gauge how well our people feel included. We use the data to help guide our corporate actions to continually progress our work in fostering a culture of belonging. While we saw a 1% decline in our Inclusion Index in 2021, we are confident in our ability to maintain and build on our culture in 2022.

Global Inclusion Index

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>felt included</td>
<td>70%</td>
<td>76%</td>
<td>75%</td>
</tr>
</tbody>
</table>

When it comes to allyship, it doesn’t matter where you start — it matters that you are willing to take intentional allyship actions. Anyone can be an ally as long as they want to build authentic, supportive relationships with individuals and communities who have been historically marginalized, underrepresented or overlooked.

In May of 2021, we launched our REAL Allyship Journey, which provides tools and a safe environment for employees to interact, practice and grow in their allyship development. Standing for Reflect, Empathize, Act and Learn, REAL Allyship was brought to life in September through large-group allyship sessions that empowered 3Mers to reflect, share, listen and grow together, and sparked the curiosity to gain a deeper understanding of what it means to ally at 3M.

Our goal in fostering the Allyship community is to create safe spaces for allies to continue learning, growing and building allyship habits that strengthen our culture of belonging, as well as inspire others to join the journey.

Paving the way for personal allyship learning and growth

During 3M Global Inclusion Day in November, Dwight Jordan, global product marketing manager for 3M’s Transportation Safety Division, shared his REAL Allyship journey. His story inspired people to recognize assumptions and learn more about how to activate allyship at 3M. As Dwight explained, “I didn’t fit the profile of someone that would get involved in D&I work.” However, one situation expanded his perspective and became his bridge to allyship.

“Hey, I'm a product manager at 3M. How do you see me fitting into diversity and inclusion efforts?” asked a woman in HR who was new at 3M. Dwight’s initial response was “I'm not sure,” but it sparked a conversation that changed his perspective on inclusion and allyship.

“Your work is valuable, and you bring a lot of unique perspectives to the table. Your role in product development is crucial to our success,” the woman explained. Dwight continued the conversation with her, and he was surprised to learn about her own experiences with diversity and inclusion.

Since that conversation, Dwight has sought out opportunities to learn more about diversity and inclusion and has advocated for allyship in his role. He has also been involved in D&I initiatives at 3M, including the REAL Allyship Journey.

In June 2021, Dwight was invited to share his story with the company’s Corkscrew Network, a community of employees focused on Diversity, Equity, and Inclusion. He spoke about how his own experiences with diversity and inclusion have shaped his approach to leadership and how he has worked to create more inclusive spaces for all employees.

Dwight’s story is just one example of how allyship can be a powerful force for change. By creating a culture of belonging and empowering employees to be allies, 3M is working to create a more diverse and inclusive workplace.

Subsequently, Dwight started and continues to ally for the young man. Dwight also joined his Business Group D&I Team and the Employee Resource Network Steering Team, and he plans to start an allyship community group that can share, learn and grow together.

Our Global Inclusion Day event also highlighted other forms of allyship. 3M's annual celebration of diversity, equity, and inclusion encourages employees to learn more about the importance of allyship in the workplace and to take action to create a more inclusive environment.

We know learning to listen and to better empathize with each other’s lived experiences is critical to building trust. 3M’s focus on building stronger bridges in 2021 has provided employees with opportunities to connect with their colleagues and learn from each other’s experiences. As we look towards the future, we continue to prioritize creating a culture of belonging and allyship, where everyone feels valued, respected and heard for their unique perspectives.
Equity in Action Week

In May, 3M hosted its first Equity in Action Week — a series of global virtual sessions intended to bring 3Mers together to reflect on the past year and outline the company’s path forward to advance equity in 3M and the communities in which we operate.

“We felt it was important to acknowledge the tragedy of George Floyd’s murder one year prior but also for every 3Mer to recommit themselves to the work associated with delivering on our equity commitments as an organization. This week focused on equity in action was intended to do both,” said James Momon, 3M chief equity officer.

Employees heard from speakers with powerful testimonies, like Ben Jealous, a civil rights leader and former President and CEO of the National Association for the Advancement of Colored People (NAACP), who shared his reflections on the state of equity currently in the U.S. 3Mers also heard from Shiza Shahid, the co-founder and founding CEO of the Malala Fund, who spoke about the impact that every one of us can create no matter where you are in the world.

3M’s CEO Mike Roman spoke to 3Mers and reiterated the company’s commitment to diversity, equity and inclusion. At the end of the week, 3Mers were provided with the opportunity to engage with local communities, both virtually and in-person. 3M also announced its investment of $1 million through the 3M Social Justice Fund, a new philanthropic initiative led by 3M Employee Resource Networks in partnership with the Equity & Community team.

'Work Your Way' boosts flexibility for employees

They say, “necessity is the mother of invention.” While a company full of scientists may beg to differ, there is no doubt the pandemic has pushed us further in adapting how we work. In 2021, 3M introduced “Work Your Way,” giving office-based employees around the globe options to do their work where it can be done best. Rooted in trust and flexibility, “Work Your Way” creates a more inclusive environment. Being able to connect with anyone, anywhere makes it easier for 3Mers to get perspective from colleagues around the world.

“A more flexible approach to both the workplace and the work we do allows many, like me — who chose to remain in my hometown of Atlanta — to contribute regardless of physical location or proximity,” said Brian Rice, senior vice president and chief brand and design officer. “Digital technology is democratizing our ability to connect anytime, anywhere with anyone. It’s great to know we work for a company that embraces this new reality.”

This evolved approach to working has created opportunities for the organization to cast a wider net when searching for talent and increase the diversity of the talent pools we consider. A civil right leader and former President and CEO of the National Association for the Advancement of Colored People, Ben Jealous, provided his reflection on the state of equity in the U.S.

Champions for equitable change

When the company made efforts in 2021 to invest in driving a more ambitious equity agenda, many 3Mers and our community partners asked, “how can I help?” They provided their perspectives and ideas on how to drive greater equity in the communities where we operate.

We shared their stories as part of our champions of equitable change campaign which highlighted how these champions are working with 3M to create greater equity internally at the company and externally. By accessing multiple external platforms, we were able to share these stories with underrepresented communities across America.

You can learn about these champions’ stories in the articles below:

- How 3Mers and community leaders are taking action
- The diverse voices and perspectives of 3M’s Community Coalition
- One 3Mer’s passion is shaping 3M’s approach to addressing equity in STEM
- 3Mers using their expertise to address equity disparities
- How 3Mers are creating a more equitable world through STEM programs
- How diverse voices at 3M are changing the landscape of corporate philanthropy and work culture
- How 3Mers created a safe space for honest discussions about race at work

Employee Resource Networks (ERNs) by the numbers

<table>
<thead>
<tr>
<th>ERN</th>
<th>Members</th>
<th>Chapters</th>
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</thead>
<tbody>
<tr>
<td>Pride</td>
<td>1,300+</td>
<td>33</td>
</tr>
<tr>
<td>Diverse Abilities Network</td>
<td>1,200+</td>
<td>5</td>
</tr>
<tr>
<td>Native American Network</td>
<td>50+</td>
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</tr>
<tr>
<td>A3CTION</td>
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<td>2</td>
</tr>
<tr>
<td>Latino Resource Network</td>
<td>700+</td>
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</tr>
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<td>Women’s Leadership Forum</td>
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</tr>
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<td>Military Support Network</td>
<td>500+</td>
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</tr>
<tr>
<td>3M Black Leadership Advancement Coalition</td>
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<td>7</td>
</tr>
<tr>
<td>Opportunity Network</td>
<td>9,000+</td>
<td>18</td>
</tr>
<tr>
<td>New Employee</td>
<td>7,500+</td>
<td>66</td>
</tr>
<tr>
<td>Indigenous chapter in Canada</td>
<td>50+</td>
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</tr>
</tbody>
</table>

25% net increase in members across ERNs (5,400 members)
Driving equity in our communities

3Mers are committed to advancing equitable outcomes in our operating communities. Our community relations organization, called 3Mgives, is committed to empowering our people to change the world through premier philanthropy programs and skills-based service initiatives. We align our people, products and philanthropy to help solve social issues we’re uniquely positioned to address — with a focus on advancing equity in STEM & advanced manufacturing fields — and applying our know-how to climate change and circular economy challenges. We also recognize the need to support marginalized families with basic needs and services to thrive in their local community — so we dedicate a portion of our giving to unique hometown priority issues as led by plant and site leaders globally.

How 3M business groups tailor expertise to address local and global inequities

When corporations tackle social justice and equity issues, dollars help, but there are so many opportunities left on the table. At 3M, we have learned how critical it is to dive deeper into understanding what is causing disparities and listen to community leaders to learn where the greatest needs are for different populations. When we did that, we learned we could match the might of our businesses and the expertise of our people to create even greater impact for the communities in which we work and live around the world.

“Our CEO commissioned us to leverage the full capabilities of 3M to solve pressing social needs in our society that we are uniquely-equipped to address,” said Garfield Bowen, 3M vice president of social justice strategy & initiatives. “We took that challenge and have created a model to leverage our people, our products, our philanthropy and our partners to help make a difference in communities where we have a presence.”

In 2021, each of 3M’s four global businesses created a social justice focus group — aligned to the United Nations Sustainable Development Goals and tasked to use its unique expertise to advance equity.

Health Care Business Group (HCBG) addresses health care disparities

The World Health Organization, Centers for Disease Control and Prevention, and the United Nations all recognize that only 20% of health outcomes are addressed in a health care setting, and 80% of outcomes are addressed by Social Determinants of Health (SDOH). SDOH are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. HCBG is working towards health equity through partnerships with community-based organizations and academia, understanding their needs and linking those with 3M capabilities and employee skills. The team also worked with a dental coalition across Minnesota to increase critical dental care access for historically marginalized populations by nearly 25% and helped to secure state and federal funding of $110 million. The team is now working to expand this work globally.

Consumer Business Group (CBG) increases access to homeownership

CBG is partnering with organizations that increase home ownership access for underrepresented groups, as well as providing meaningful product donations that make a house a home. According to Minnesota Compass, “only 24% of Black households in the state own their home, compared with 77% of white Minnesota households, one of the highest disparities in the nation.” Going beyond funding, product donations or volunteering, CBG is working with Twin Cities Habitat for Humanity to help evaluate its processes and measures of success with the goal of removing barriers that could prevent people, especially Black families, from entering the homeownership pipeline. CBG plans to expand this program with other Habitat for Humanity affiliates across the US and our global communities.

Transportation and Electronics Business Group (TEBG) supports urban safety and mobility

TEBG is working to improve urban safety for pedestrians, bicyclists and drivers, by enhancing visibility and signage in select city centers to help bring families home safely. According to Vision Zero, individuals of color and low-income communities are twice as likely to be killed while walking and half as likely to benefit from safe walking and biking infrastructure in their communities. That is why school zone safety has long been a focus for TEBG, which produces pavement marking tapes and signages that make school zone crossings easier. In 2022, TEBG is setting out to improve crosswalks, signs and other safety improvements at 100 schools around the world that predominately serve students of color.

Safety and Industrial Business Group (SIBG) promotes skilled trades

Research by the Connected Learning Alliance reveals that by the eighth grade, students tend to have already formed their occupational identities, and by tenth grade many have selected a career pathway focus. SIBG is identifying community partnerships that support hands-on training and certification opportunities for students and young adults in high-growth, high-demand skilled trade occupations. Almost 200 students over three years will benefit from 3M equipping two schools in Austin, Texas, with a training facility for the electrical trades. We will also sponsor 20 students who plan to go into further training as an electrician. These partner schools have a diverse population mix of more than 90% Black/African American and Hispanic/Latino students.

Community partner point of view

“Our partnership with 3M runs deep. It’s aligned with the times that we’re living in and evolves as our world changes. Together, 3M and PYXERA Global are co-designing initiatives that are supporting some of the most pressing issues we face — social justice and inclusion, the transition to a circular economy, and vital access to health care during COVID-19.

Our working partnership draws from all corners of both organizations, from 3M’s business leads and 3Mgives to PYXERA Global’s operational, impact measurement and communications teams. We roll up our sleeves and co-create programs that bring resources from the public, private, and social sector to serve and build trust in communities across the world. We believe this type of partnership is the cornerstone to long-lasting, systemic change.”

— Deirdre White, PYXERA Global CEO
On track: how our $50M commitment to advance racial equity is progressing

In 2020, 3M announced it would invest an incremental $50 million over five years to support economic equity through workforce development in the hometown of 3M’s global headquarters, St. Paul, Minnesota. We formed the 3M Community Coalition of local community leaders to help ensure our investment plan centered on transformational racial equity and justice. By listening to our coalition partners, 3M prioritized diverse-led institutions with meaningful, multi-year investments for sustained impact. Our coalition also facilitated cross-sector partnerships (including cities and universities) to advise workforce development initiatives and new avenues to elevate the voice of impacted communities as change agents in defining 3M’s giving strategy.

In 2021, we invested $12 million of our commitment toward organizations and schools that promote STEM and skilled trades for underrepresented communities, as well as organizations that assist families/households facing unique challenges from centuries of systemic racism and inequalities that amplify generationally.

Some of our investment highlights include:

- **$2.4 million** to support Historically Black Colleges & Universities (HBCUs) and Hispanic-Serving Institutions, including a cornerstone multi-year commitment to North Carolina A&T to increase the number of Black college graduates entering high-growth, high-demand career fields, and the creation of the UNCF 3M Science, Applied to Life education program to help young adults find internships, degrees, and jobs in the tech field.

- **$750,000** to East Side Employment xChange to advance economic equity within the east side of St. Paul, as well as provide stipends for underrepresented residents in skilled trades training and engage 3Mers as career mentors.

- **$2 million** to Greater Twin Cities United Way, which provides for culturally-specific wrap-around services for families in the east metro of the Twin Cities.

- **3M Community Coalition** (a diverse-led organization) to help advance racial equity in housing, promoting affordable homeownership, addressing systemic barriers at the profit organization focused on the Ujamaa Place, a St. Paul nonprofit focused on the housing needs of people in the community.

- **Ujamaa Place:** $200,000 to support St. Paul STEM students at HBCUs.

- **Jeremiah Program:** $175,000 to support economic mobility by providing education and community services to single mothers and their children experiencing poverty.

### Employee Resource Networks Social Justice Grants

From our investment in 2021, $1 million was designated for our Employee Resource Networks (ERNs) to invest in culturally specific initiatives that support economic development. Our ERN-led philanthropic model centers the voice of our employees to influence our philanthropy and recognizes lived experiences as an important asset in making community related investment decisions. These initiatives included:

- **Asian Economic Development Association (AEDA):**
  - **$200,000** to expand CLUES' technology training program to help establish a pipeline of Hispanic/Latino students for a cybersecurity training degree program.

- **Hmong American Partnership:**
  - **$200,000** to expand the organization’s culturally responsive workforce development program to help young adults find internships, workplace learning and job placement opportunities.

- **American Indian Family Center:**
  - **$25,000** to expand the organization's Youth Loan Program for student loans, remedial education, and training programs.

- **Unidas En Servicio (CLUES):**
  - **$200,000** to expand the organization’s technology training program to help establish a cybersecurity training degree program.

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5 million new opportunities to learn

As part of our commitment to advance equity in STEM and workforce training, 3Mers are stepping up to advance economic equity by creating 5 million STEM and skilled trades learning experiences for underrepresented individuals by the end of 2025. This goal was borne out of 3M’s commitment to creating greater equity in its communities, business practices and workplaces. 3M defines underrepresented individuals in the U.S. using National Science Foundation research — focused on Black/African American, Hispanic/Latino, American Indian, girls and women, and people with disabilities. For global definitions, we rely on gender diversity and local context for marginalized populations.

“3M is committed to invest in opportunities that allow young people to find and pursue their passions in STEM,” said Jacqueline Berry, senior manager, 3Mgives. “We aim to create equitable outcomes in STEM and Skilled Trades through our support of learning experiences that inspire interest, help to improve academic outcomes and provide transformational opportunities for underrepresented populations.”

At 3M, we understand advancing learning experiences is an integral part of encouraging and engaging diverse youth in the wonders of STEM, and we pair this support with our philanthropic programs that provide wrap-around services and basic needs for diverse families in our hometown neighborhoods.

3M Impact initiative broadens outreach

3M seeks to empower each of our employees to change the world with a focus on driving more equitable outcomes. We know our employees seek to make a difference, which is why we launched 3M Impact, our signature program for leveraging 3Mers’ skills for social good. The premiere 3M Impact global program sends teams of 3Mers to emerging markets globally to partner with cross sector organizations to solve sustainability challenges.

With this global program on hold due to COVID-19 travel restrictions, we continued the advancement of our local and virtual programs in 2021 by expanding two new program approaches to elevate the unique capabilities of our employees to impact equity in our local communities in new ways:

3M Impact Small Diverse Business Hackathon

This new addition to the 3M Impact portfolio launched in August 2021, in partnership with Meda (the Metropolitan Economic Development Association) — a nonprofit that provides pro bono business consulting and access opportunities to diverse entrepreneurs. 3M teams met virtually with eight of MEDA’s clients to support business development projects among diverse-led firms, resulting in tangible deliverables and implementation plans that will allow them to better achieve the mission of each of their businesses.

3M Impact Health Care

The goal of 3M Impact Health Care is to focus on addressing health disparities, inequity and social determinants of health. Building on the success of its 2020 launch, 3M health care employees partnered with 16 organizations globally in 2021, through a process of ongoing learning with the outcomes leading to innovative internal practices, inclusive leadership development among participating employees, and community partnerships in order to ultimately address the complexity of health care and its social determinants in communities.

Equity advocacy

Last year, 3M increased its advocacy engagements with political leaders and coalitions that create more equitable opportunities and justice for Black and Hispanic communities.

Supporting Black students

3M partnered with the Congressional Black Caucus Foundation to support a 2021-22 John Lewis Congressional Black Caucus Foundation Social Justice Fellow. As one of only 20 organizations to provide funding for this program, 3M was proud to help students attending Historically Black Colleges and Universities (HBCUs) who are pursuing studies related to social justice policies.

Advancing Latina women in STEM

The company participated in a virtual panel discussion during Hispanic Heritage Month called “Leading the Way: Latinas in STEM.” A well-rounded panel of successful women and men in the fields of STEM spoke of their paths to success and the steps that corporations, such as 3M, are taking to build, attract and retain Hispanic/Latina talent. The company’s first female and Latina Vice President of Research & Development in Europe Middle East Africa, Camila Cruz Durlacher, spoke of her achievements and dedication in advancing women in STEM.

Promoting manufacturing workforce diversity in Alabama

3M joined several government officials and manufacturers in an event to acknowledge support for Manufacture Alabama’s Diversity Council to foster diversity and inclusion across the state. Following the event, Garfield Bowen, 3M vice president of Social Justice Strategy & Initiatives, led a fireside chat to showcase the company’s work in this space, along with philanthropic and educational endeavors, and volunteerism in the communities of Decatur and Guin — home to 3M manufacturing facilities.

Community partner point of view

“3M has worked closely with us to invest in opportunities which address some of the systemic barriers to student achievement in Science and access to STEM and Skilled Trades careers. Through our continued partnership, each year we’re providing more hands-on experiences for underrepresented students to explore STEM concepts and careers.”

— Joe Godthard, St. Paul Public Schools superintendent

Joe Godthard, St. Paul Public Schools superintendent
Creating an Environmental Justice framework

In 2021, 3M sponsored an in-depth assessment of the Environmental Justice (EJ) landscape to develop a framework by which we can create meaningful EJ engagement with the communities in which we operate. In collaboration with a cross-functional team comprised of 3M Environmental Operations, Government Affairs and Equity & Community teams, we benchmarked with outside experts to define what EJ means, how 3M can make a difference, the skills and capabilities needed to enable engagement with communities, and a framework by which to prioritize our EJ efforts in the short- and long-term. Our plan in 2022 is to develop capabilities and tactics to enable this work, align resources and expertise to progress our efforts and find meaningful ways to engage with our communities going forward.
Global highlights

3Mers have a shared passion for science, and in 2021, many volunteered to share that passion with others, bringing an even greater focus to underrepresented groups. The following examples are just a few of the activities that our 3Mers took part in around the world.

Worldwide

International Women’s Day in 2021 was like no other. The theme from UN Women was Women in Leadership: Achieving an equal future in a COVID-19 world. Attendance was up 1000% and we took this opportunity to celebrate our brilliant female innovators from around the world. In addition, we amplified our Year of Lift Campaign, which was started by our Women’s Leadership Forum and has inspired 3Mers everywhere to celebrate our trailblazers, builders, advocates, mentors and changemakers, resulting in hundreds of social posts that energized the internet throughout the year!

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3M technical experts virtually joined with members of the Junior Engineers, Technicians and Scientists (JETS) club at the Tongabezi Trust School in Zambia to lead an interactive session on robotics. Using real-world examples of how robotics technology is helping in the manufacturing industry, the students were inspired to create their own ideas using robotics.

3Mers in LATAM released a new equity and inclusion policy to provide conditions that foster equal access of opportunities and support our minority and historically underrepresented people.

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3M India’s initiative to vaccinate 50,000 people in less than three months led to thousands of vaccinations in underprivileged population in slum areas. VaccineOnWheels used two mobile clinics and United Way Bengaluru played a crucial role in creating awareness and mobilizing beneficiaries to the micro-vaccination booths.

3M Poland organized a STEM event called “Women’s Technological Teatime,” where 12 3M leaders shared their career journeys with 60 secondary school girls.

3M worked with the Beit el Baraka organization which assists Lebanese families living in strong financial distress. A grant provided help with housing, necessary medical support, food assistance and educational support with laptops and internet access to help students continue their education. Over the four program areas, expected impact is more than 3,500 beneficiaries.

3M Singapore, in partnership with the Science Centre, funded the development and distribution of 200 science kits, based on 3M’s Science at Home content, to underversed students to spark curiosity, inspire them in science and promote family bonding.

Awards worth celebrating

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

100% Disability Equality Index

100% Human Rights Campaign Foundation’s Corporate Equity Index

No. 26 LATINA Style, INC. 50

No. 16 Forbes America’s Best Employers for Diversity

No. 6 Forbes America’s Best Employers for Veterans

No. 16 Woman Engineer Magazine’s Top 50 Employers

2021 was our 10th consecutive perfect score on the HRC Foundation’s Corporate Equality Index
Moving forward boldly

For all of us, 2021 was our second year of living and working in a pandemic and, in some ways, it was even more challenging than the first year. But the passion and purpose behind the diversity, equity and community work we did at 3M led to new ways of thinking and progressed our efforts to support 3Mers and our communities.

Our leaders re-committed to driving efforts to advance our inclusive culture and workforce representation, while addressing local and global inequities. They sponsored our expanding Employee Resource Networks, engaged in critical Diversity & Inclusion conversations, increased visibility of diverse talent and set bold ambitions to improve equitable outcomes.

This upcoming year, we will take our Environmental, Social and Governance (ESG) commitments to the next level by holding our leaders accountable for delivering on our ESG goals through metrics that will be tied to executive pay.

We recognize at 3M that our people leaders have the privilege and responsibility to create an environment that supports employee well-being, belonging and growth. We will continue to focus on building these capabilities through new learning opportunities for our managers and progressing them on our allyship journey.

In 2022, we will continue to integrate a D&I lens into all our talent processes to find opportunities to drive systemic change — and we are committed to accelerating these global efforts. As an example, we have already made significant changes to our Talent Acquisition processes that have yielded improvements in the candidate experience, as well as the pipeline of talent joining 3M, and will continue to accelerate changes to advance representation and the skills we need to fulfil our promise to improve lives and solve the world’s greatest challenges.

3M takes our responsibility and these commitments seriously, and we will continue to share how we are measuring up to those commitments with continued transparency.

I want to close with recognition of all our 3Mers who are supporting this journey — we have much to do but we are making progress and impact together.

Zoe Dickson  
(she/her/hers)  
3M Chief Human Resources Officer