



Gender Pay Gap Report

2024

3M United Kingdom plc

Introduction

As a company committed to [diversity, equity and inclusion](#), 3M recognises the importance of closing the gender pay gap to ensure that all our employees are valued equally.

Not only does this strengthen the position of women within the workplace and society, it has a proven impact on financial performance, development of diverse skills and perspectives, and fostering a culture of collaboration which is integral to the innovation process.

We know that a diverse workforce helps us better understand the needs of 3M customers, suppliers, and community partners around the world, and that equity and inclusion are the key to unlocking the true power of that diversity. We aspire to be an enterprise where people are respected for who they are, and everyone feels a sense of belonging — both within and outside of our walls.

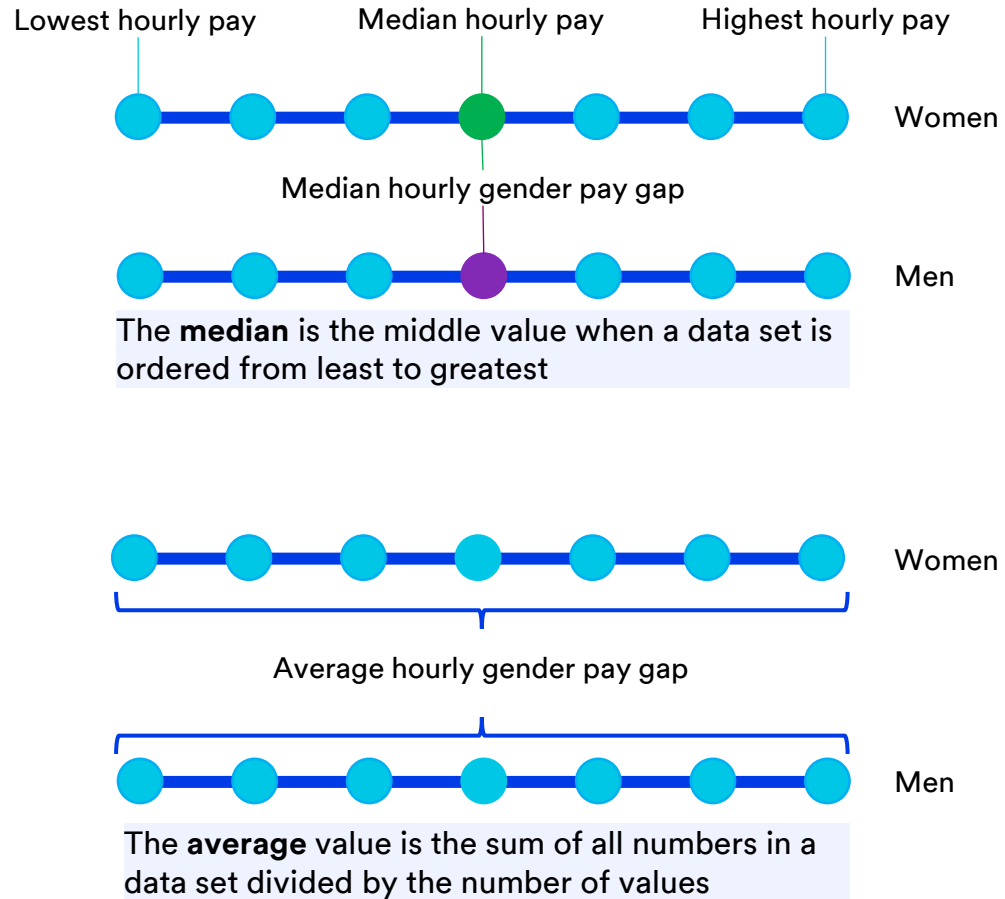
What is Gender Pay Gap reporting?

From 2017, employers with a headcount of 250 or more on a specific date set by the government, must comply with regulations on gender pay gap reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date' and is 5 April for private employers.

3M United Kingdom PLC employed 1078 people across eight locations at this snapshot date in 2024.

Any legal entities with less than 250 employees are not required to be reported, which means that Scott Safety is excluded from this report.

The gender pay gap does not measure equal pay, instead it measures the difference between men and women's average and median hourly pay. Equal pay, on the other hand, is the legal obligation under the Equality Act 2010 that requires employers to give men and women equal pay if they are employed to do equal work.



Average vs median values

While an average has traditionally been a popular measure of a mid-point in a sample, it has the disadvantage of being affected by any single value being too high or too low compared to the rest of the sample. Therefore, a median value is sometimes taken as a better measure of a mid point.

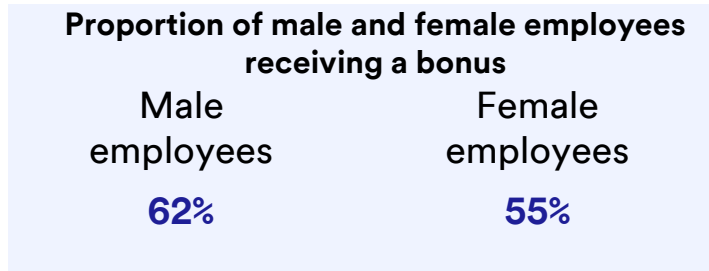
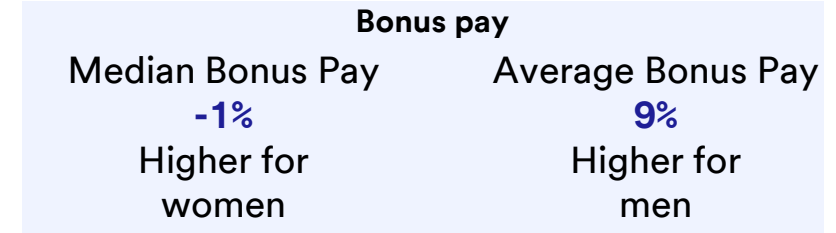
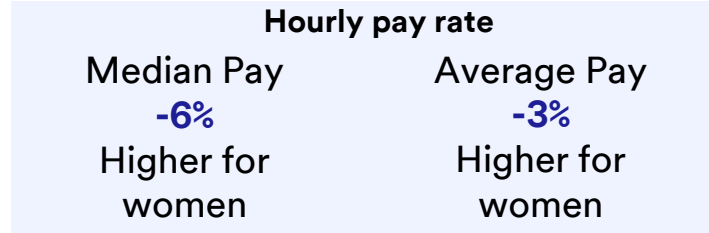
Our 2024 results

The numbers presented include bonuses and stock options exercised by eligible employees. Stock options can be exercised any time over a period of ten years. The company has no control over when employees decide to exercise as it is highly driven by the stock price – but if they did so during the reporting period, those numbers are included in these calculations.

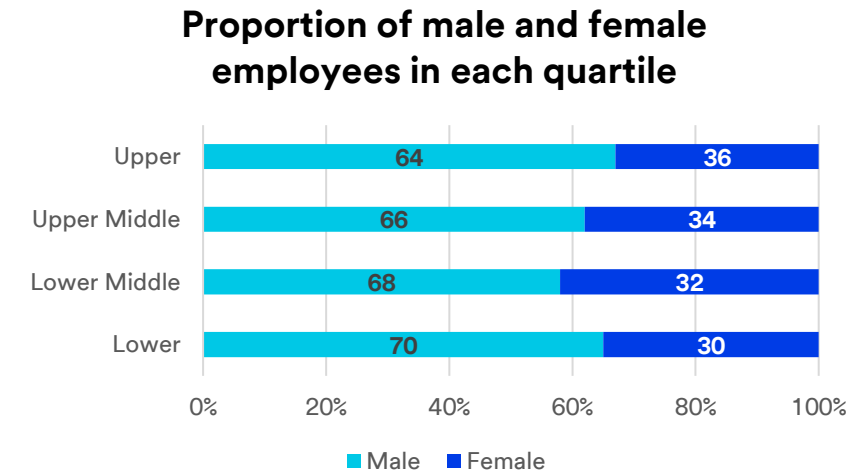
There has been an increase in the percentage of female employees in the upper and upper middle quartiles, who are eligible for variable pay elements, which has driven the average pay gap in favour of women. Many of the women also have a long tenure so are at the higher end of the internal pay scale.

We have explored average pay by gender across all job groups and with exercised stock options excluded, found no unexplained differences between women and men’s hourly pay rates.

In addition, we have compared average hourly pay rate by 3M internal job grade between male and female employees, including and excluding bonuses, and found no unexplained differences in either direction that indicates unequal pay.



Measurement	2020	2021	2022	2023
	-21	-22	-23	-24
Mean Gender Pay Gap	9%	7%	3%	-3%
Median Gender Pay Gap	5%	4%	3%	-6%
Mean Bonus Gender Pay Gap	34%	26%	10%	9%
Median Bonus Gender Pay Gap	26%	24%	6%	-1%



Our current and future plans

3M is working on several initiatives to achieve greater gender balance in more senior positions across our functions. This will take time, but we are actively planning for the future. From a recruitment perspective, we strive to ensure our jobs are visible and attractive to everyone, particularly underrepresented groups such as women, and we monitor gender balance alongside other key diversity metrics during and beyond the hiring process.

As a science-based technology company, we have an ambitious global goal of creating [five million STEM \(Science Technology, Engineering and Maths\) and skilled trade learning experiences](#) for under-represented individuals by 2025. In the UK, we encourage our employees to participate in STEM programmes, volunteering their time to inspire young people by sharing their knowledge and experience. We work with organisations like [Greenlight For Girls](#) to create hands-on learning opportunities for students around the United Kingdom and we also conduct educational outreach programmes in schools, providing resources and workshops to stimulate interest in STEM subjects.

Our regional STEM champion, Sarah Chapman, is a regular speaker at external events focused on increasing female participation in science and technology roles, and we have partnered with The STEM Hub to profile 3M employees in jobs using STEM skills through our [Career Capers Cards](#). 3M is also a sponsor of the Science and Engineering category of WeAreTheCity's [Rising Stars Awards](#), which recognise the female talent pipeline and the next generation of future leaders. As a corporate member of WISE (Women in Science and Engineering), which works to achieve gender equality in STEM by driving diversity in sectors across the UK, 3M is able to advertise its vacancies on the WISE job board.

Declaration

We confirm that the information and data reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Katherine Parks

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