

3M Science.
Applied to Life.™

Gender Pay Gap Report 2025

3M United Kingdom PLC

Introduction

As a company committed to 3M's People and Community Core Principles, 3M UK plc recognises the importance of monitoring any gender pay gap that exists to ensure that all our employees are valued equally and to ensure compliance with UK legislation. Not only does this strengthen the position of women within the workplace and society, but it also 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.

As part of these Core Principles, 3M brings together people who have different technical expertise, industry knowledge, backgrounds and experiences as a catalyst for innovation and growth, and we know that such a workforce helps us better understand the needs of 3M customers, suppliers and community partners around the world. 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.

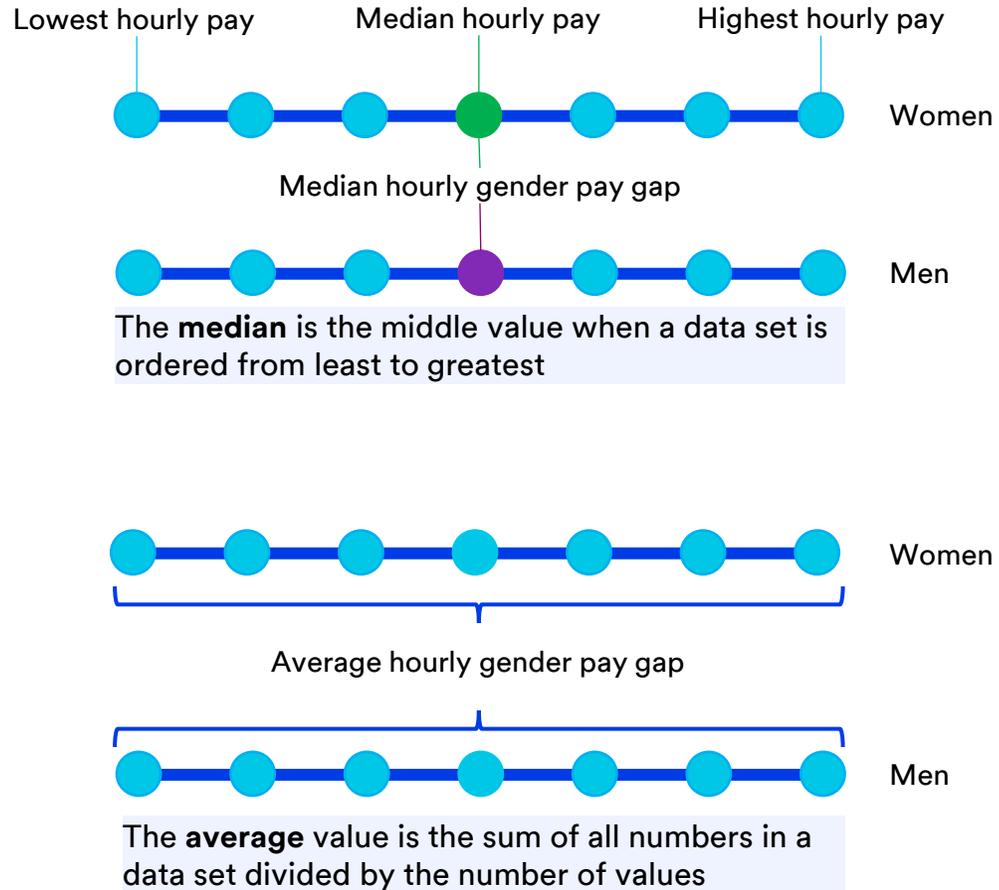
What is Gender Pay Gap reporting?

From 2017, if you are an employer who has a headcount of 250 or more on a specific date set by the government, you 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 911 people across 8 locations at this snapshot date in 2025.

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

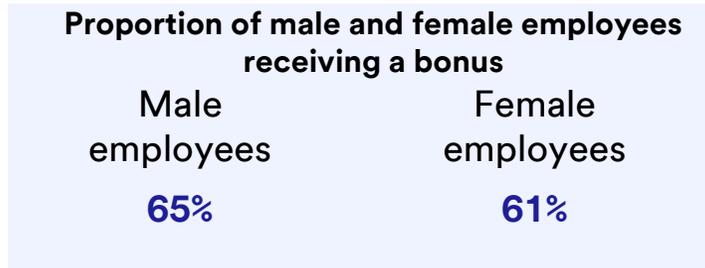
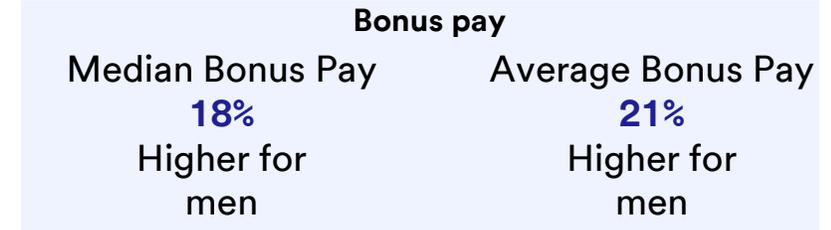
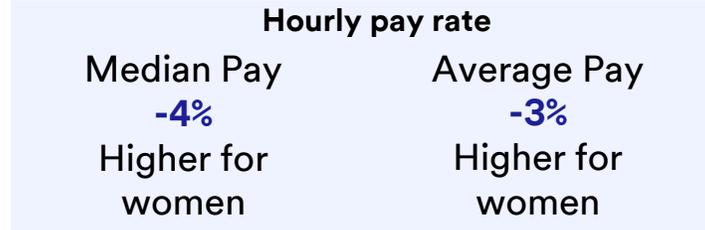
Our 2025 results

The numbers presented include bonuses and stock options exercised by eligible employees. Stock options can be exercised any time over a period of 10 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 the above calculations.

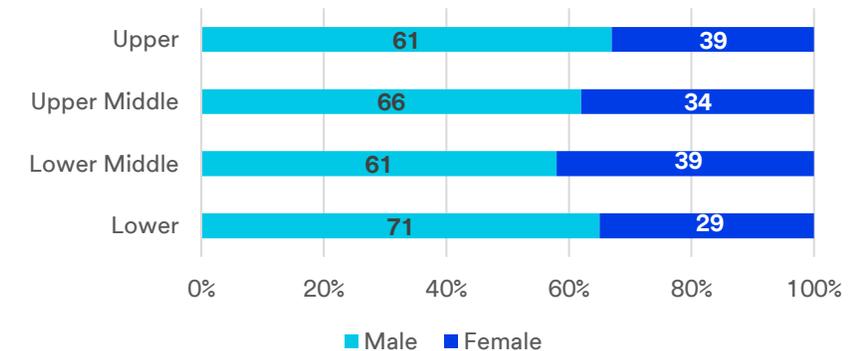
There has been an increase in the % of female employees in the upper & upper middle quartiles, who are eligible for variable pay elements, which has driven the average pay gap in favour of women. Many of the women also have a long tenure so are at the higher end of the internal pay scale.

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.



Proportion of male and female employees in each quartile



Measurement	2021	2022	2023	2024
	-22	- 23	- 24	- 25
Mean Gender Pay Gap	7%	3%	-3%	-3%
Median Gender Pay Gap	4%	3%	-6%	-4%
Mean Bonus Gender Pay Gap	26%	10%	9%	21%
Median Bonus Gender Pay Gap	24%	6%	-1%	18%



Our current and future plans

3M will always comply with legislation and remains committed to equal employment opportunities, including non-discrimination.

3M unites individuals with diverse technical expertise, industry knowledge, backgrounds and experiences, serving as a catalyst for innovation and growth. We foster a work environment where all our employees are respected, supported and encouraged to take initiative in their development and excel in their roles.

Our commitment extends to investing in communities to enhance the availability of skilled talent, attracting and motivating employees who appreciate working for a company that prioritises corporate responsibility. Additionally, we actively seek and cultivate relationships with a variety of business partners and suppliers, who contribute value by assisting us in innovating to meet our customers' needs.

Our current and future plans

3M continues its long-standing commitment to inspiring the next generation of female scientists and engineers through our UK partnership with Greenlight for Girls. This collaboration plays an important role in supporting greater gender balance in STEM by giving girls early, positive exposure to science, technology, engineering and mathematics in an engaging and supportive environment.

Together with Greenlight for Girls, we deliver hands-on STEM days for schools and home-schooled girls aged 11-15, providing practical experiments, problem-solving challenges and interactive sessions designed to bring STEM subjects to life. Participants also have the opportunity to meet and learn from 3M STEM ambassadors, who share real examples of how they apply STEM skills in their day-to-day roles across our business.

The programme aims to spark curiosity, build confidence and help girls see themselves in future STEM careers. By creating early, meaningful engagement, we hope to encourage more girls to continue studying STEM subjects at school, opening pathways to further education and future career opportunities within STEM fields.

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

Human Resources Operations Leader
North Europe Region