

## Diversity, Equity & Inclusion in 3M India

At 3M, we truly believe that Diversity and Inclusion are essential to innovation. We seek and value differences in people – in thinking, experience, ethnicity, sexual orientation, age, gender, personalities and styles. Embracing the different skills, experiences and abilities of our people is what drive our company forward and keep us relevant.

### Organizational Commitments and Tone from the top

Being a global organization, with a highly diverse workforce, we have evolved a strong and unique culture that is built on the foundations of Diversity Equity & Inclusion. In 2018, we undertook a global company-wide crowdsourcing exercise to listen to employees define our culture for the future. Inclusion emerged as an essential and critical component to power ahead. This led to the creation of our 5 cultural pillars to advance the company into the next phase of transformation. “Powered by Inclusion” became one of the 5 Cultural elements, which is inspiring our commitments, goals and actions.

3M’s commitment to the Diversity, Equity & Inclusion is driven passionately by our CEO Mike Roman, who has set us ambitious goals around these 3 dimensions:

- a. Pay Equity: 3M’s first-ever Global Diversity, Equity & Inclusion Report released in 2020, lays out our commitment to achieving pay equity,
- b. Diversity in Management: Increasing our global diversity in management to 65%, and
- c. Budget for curbing inequalities: Allocating an investment of \$50 million related inequalities.

The CEO council in the organization continuously hold all the leaders accountable against these metrics.

### Employee Resource Networks leading cultural transformation

Employee Resource Networks (ERNs) across the organization help people lean-in, to reflect, empathize, act and learn through establishing volunteer communities. These ERNs champion diversity, embody our culture of inclusion, support leadership development and promote collaboration across cultures, abilities and genders.

3M supports nine Employee Resource Networks (ERNs) that are active across our subsidiaries. In India, we have 4 Employee Resource Networks -

- A. 3M Pride (LGBTQIA+ employees and allies)
- B. New Employee Opportunity Network
- C. Women’s Leadership Forum
- D. disAbility Network

A. 3M Pride is a network for 3M’s LGBTQI+ employees and allies. Founded in 1991, its mission is to advocate for and develop a a culture where every LGBTQI+ employee feels empowered to be themselves, supports LGBTQI+ talent and LGBTQI+ equality in our communities and in the global workplace.

In India, 3M Pride Network was launched early 2021. In its first year of launch, the network has made progress through,

- Awareness sessions: Allyship trainings for all employees twice a year
- Behavioral changes: Encouraged the use of pronouns by employees, and gender neutral language while addressing people with words like hello all/everyone.

- Policy changes: Enhancements to the Company POSH policy to make it gender neutral.
- Modification of spaces for inclusion like gender neutral washrooms

The goals and activities of the network framed around three key themes:

- Visibility-Be Seen: Cultivate an environment that encourages and protects LGBTQI+ visibility
- Development- Become: Build and improve on opportunities to make 3M an employer of choice for LGBTQI+ talent
- Community-Belong: Strengthening bonds across communities invested in LGBTQI+ matters at 3M and beyond.

2. New Employee Opportunity Network-NEON supports the connection and growth of new employees through networking, development, and leadership opportunities to empower our members to actively participate in and influence our strategy and culture. NEON aims to provide an experience to all new employees to feel welcomed and positive about joining the organization from Day 1

Some of the key initiatives of this ERN are:

- Collaboration & Partnership with Feel @ Home (New employee Induction program) providing an additional networking platform for NEON members with LT Team
- Know your taxes – Knowledge sharing by experts on how to maximize savings using effective personal tax management.
- 3M Brand story – Knowledge sharing on 3M brand

3. Women Leadership Forum is formed with the mission to attract and develop leaders at every level of the organization to accelerate the inclusion and advancement of women. It has three strong pillars –

- Individual: Supporting women employees as an individual so that they have the right tools to succeed,
- Leadership: Ensuring leadership & management to support their ambitions and
- Culture: ensuring women employees feel included and empowered to be her authentic self and drive at 3M.

Initiatives like Work and Life, Health and Wellness, Personal Leadership, Safety and Security are the core themes of this ERN.

4. disAbility Network-dAN an exclusive resource for 3M employees with disabilities and those whose lives are touched by them. This ERN focuses on the issues of interest and aims to foster professional development and networking among its members. It is currently a global chapter and we are planning to roll out this ERN in early 2022 in India.

Leaders of 3M's Employee Resource Networks (ERNs) drive the allyship journey throughout the organization. They encourage employees to get involved in an Employee Resource Network (ERN) or, provide support to their local Inclusion Champion and participate in local diversity and inclusion events.

We believe that INCLUSION is an ongoing journey. 3M invites and encourages all employees to be a part of it. Allies are key to creating a culture where every employee feels empowered to bring their authentic selves to work every day. Few of these initiatives are:

1. Triple A Maturity Model: Awareness Allyship Advocacy

Awareness: Understanding your own identity, principles, and biases and being open to listening to and learning different perspectives

Allyship: Building relationships based on trust, consistency and accountability with underrepresented individuals or groups of people

Advocacy: Actively removing barriers for advancing diversity and inclusion, giving voice to diverse perspectives, championing diverse talent, acknowledging and helping to remove bias

2. REAL Allyship: In India ERNs champion Diversity, Inclusion and communicate on how to put REAL Allyship into practice.

- Reflect – Consider your personal experiences and background.
- Empathize – Seek to understand the experience of others.
- Act – Advocate for others.
- Learn – Embrace continued growth and learning.

3. Talent Hiring: Attracting diverse talent by eliminating unconscious biases – one of our first steps in operationalizing our DE & I strategy is in revamping the hiring blueprint. We have refined our hiring strategies to attract diverse talent.

4. Employee Recognition: We truly believe that everyday leadership demonstrated by our people needs to be seen, heard and recognized. Thus, our Peer-to-Peer recognition programme – Everyday Wins seeks to empower all our people to constantly catch people demonstrating everyday moments of leadership and rewarding them. What is unique about this programme is – appreciation is limitless and boundaryless.

5. Continuous Learning: We count on recognizing the important role Leaders play in supporting an inclusive environment and work consistently to strengthen the inclusive leadership skills. We have established a unique and separate pillar in our Learning organization – whose sole purpose is to drive the culture of Diversity Equity and Inclusion through a suite of comprehensively designed curriculum that hosts a suite of programmes. These are delivered through various modalities including self-paced learning, VILT's, VILC's , Facilitator driven workshops as well as through ERN drive conversations and circles. Some of the most impactful workshops are:

- a. Allyship at 3M.
- b. Recognizing and Disrupting Our Bias
- c. Diversity and Inclusion
- d. Psychological Safety in the Workplace
- e. Being a Courageous and Inclusive Leader
- f. Understanding Microaggressions
- g. Disability Etiquette and Inclusion Training
- h. LGBTQIA+ Ally Training
- i. Speaking Up to Build a Stronger Culture of Inclusion

The Company has made public commitments to demonstrate the value we place on diversity and inclusion initiatives and share how we're going to continue making progress. And, with this strong leadership commitment and focus, 3M will continue to leave a strong footprint for Diversity Equity & Inclusion in the Industry.