Millennials & 3M’s Future Workforce

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Our Vision

3M Technology Advancing Every Company
3M Products Enhancing Every Home
3M Innovation Improving Every Life
Our fundamental strengths

**Technology**
Ability to share and combine elements of 3M’s broad technology portfolio to produce unique, differentiated products, translating to premium margins

**Manufacturing**
Utilization of 3M manufacturing footprint and technology, including process trade secrets, leading to higher-performing products and lower unit costs

**Global capabilities**
Subsidiary front and back office footprint that allows for the effective development, adaptation and commercialization of products

**Brand**
Brand equity in the 3M brand and in strategic brands that are shared across business groups
We have 46 core technology platforms ...

Materials

Abrasives
Adhesives
Films
Advanced Materials
Fluoromaterials
Ceramics
Nanotechnology
Advanced Composites
Nonwoven Materials
Dental and Orthodontic Materials
Electronic Materials
Porous Materials and Membranes
Specialty Materials

Processing

Holding
Predictive Engineering and Modeling
Radiation Processing
Analytical
Flexible Converting and Packaging
Personal Design and Control
Biotech
Filtration, Separation, Purification
Optoelectronics
Microreplication
Polymer Processing
Surface Modification
Application Software
Inspection and Measurement
Sensors
Drug Delivery
Imaging
Track and Trace

Capabilities

Acoustic Control
Flexible Electronics
Medical Data Management
Energy Components
Mechanical Fasteners

Applications

Medical Data Management
Flexible Electronics
Optoelectronics

Acoustic Control
Flexible Electronics
Medical Data Management
Energy Components
Mechanical Fasteners
We apply science to solve tough challenges

Automotive

Commercial Solutions

Communications

Consumer

Design + Construction

Electronics

Energy

Health Care

Manufacturing

Mining, Oil & Gas

Safety

Transportation

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... that drive innovation across every 3M business

- **Electronics & Energy** → Securing films and other parts of electronic devices
- **Industrial** → Helping hold planes and cars together
- **Health Care** → Medical tapes and dressings for patients
- **Safety & Graphics** → Scotchlite™ reflective material and car wraps
- **Consumer** → Post-it® notes, Scotch® tapes, Command™ strips
3M at a glance

- Sales in ~200 countries
- $30 billion in sales*
- Five business groups
- 90,000 3Mers globally
- 109,000 patents
- 100 straight years of dividends
- One of 30 companies on the Dow Jones Industrial Index

*2016 figures
Why do we talk about Millennials?

Millennials: The Job-Hopping Generation

Millennials surpass Gen Xers as the largest generation in U.S. labor force

Millennials Now Largest Generation in the U.S. Workforce

Millennials In The Workplace: They Don't Need Trophies But They Want Reinforcement

22 Shocking Stats About Millennials to Help You Chart Tomorrow’s Change

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Understand your company. Understand your future workforce

Top priorities for future workforce

- Career Development
- Purpose
- Flexibility in work hours/place
- Innovation & creativity
- Autonomy & Transparency
- Respect
- Vacation and time off
- Pay

Core Tenants of 3M to Sustain

- Our vision
- Collaboration
- Leadership behavior
- Diversity and Inclusion
- Innovation
- Values
- Business Results
The role of 3Mers in attracting our future workforce

Energizing teams for growth

And activating brand ambassadors...

To attract our future workforce

to grow employment brand...

Culture

Social Responsibility

Rewards & Recognition

Career

Invent a New Future Challenge
Collaboration

- Foster collaboration across businesses, functions, technologies and markets
- Explore new forums and technologies to share best practices around the world
- Sponsor projects to identify best solutions
- Align physical spaces and create digital workspaces to support collaboration
- Make collaboration a part of individual and team development plans
Social Responsibility

• Promote stronger and more independent communities where we live and work

• Financial and product donations as well as the most impactful resource – our people

• Invest in STEM education and develop the next generation of future scientists

• Apply science to help solve some of the world’s biggest sustainability challenges – and in our own operations worldwide

• Empowering every 3Mer to impact not just our company by our world
Diversity & Inclusion

• Seek and include diverse and representative people in all that we do

• Draw on the full spectrum of thinking and perspectives to solve new challenges

• Build a diverse global talent base to better reflect and meet the changing needs of our customers

• Use a diversity lens for greater insight to innovate and grow

• Create an inspiring and empowering culture of inclusion – from the top down
Development enables us to adapt to change

“Our job is to lead the development of our leaders.” - 3M CEO Inge Thulin

Diverse opportunities in different geographies, businesses and functions

Leaders who invest in the development of our people

3M Leadership Way development programs for people at all levels within 3M
The role of 3Mers in attracting our future workforce

Empowering brand ambassadors

...”In fact, whenever you talk about your job with 3M, its products or policies... you, personally, are representing the company. You’re its good-will ambassador.”

3M Employees Manual
April 1953
Tapping into the best and brightest minds

Invent a New Future Challenge
We are proud to share recognition of these efforts

Recognized for Diversity & Inclusion 2017

Most Innovative Companies
3M Ranks 3rd (2016)

“Dream Companies” for Millennials
3M Ranks 1st (2016)

100% Equality Index
2012-2016

Top 25 Multinational Workplaces
2016

Best Companies for Leaders
3M Ranks 8th (2016)

World’s Most Ethical Companies
2014-2016

Member of DJSI
2000-2016

*Strategy& is part of Pricewaterhouse Coopers
Thank you.