

20
23

France Equal
Pay Index

MOODY'S





Rob Fauber
President & Chief Executive Officer
Moody's Corporation

Moody's France Equal Pay Indices 2023

At Moody's, we are committed to paying all of our employees equitably and fairly and to promoting gender equality in the workplace and wider business community.

We review our pay practices globally every year to ensure pay equity across comparable roles, and report our findings to our Board of Directors.

We believe that our diverse and inclusive workforce leads to better outcomes for our customers and our employees: it allows us to attract and retain the best talent, it improves our insights, and it gives us better perspectives on the customers that we serve.

In France, we report gender pay index results for Moody's Analytics SAS (MA), Moody's France SAS (MIS) and Moody's ESG Solutions France SAS (MESG).

This year, we are pleased to share that MIS has continued its previous strong performance and MA and MESG have both improved their scores. We will continue to focus on gender equity as part of our commitment to making Moody's a place where people want to work, stay and thrive.



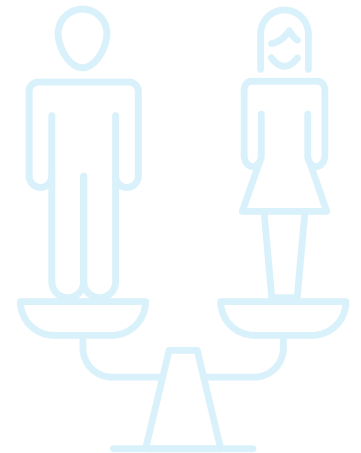
Maral Kazanjian
Chief People Officer

You can find further information on Moody's at about.moody's.io

“We are committed to attracting and retaining women and diverse talent throughout Moody's at every level and in every country we operate in.”



Francisco Martinez-Garcia
Chief Diversity, Equity and Inclusion Officer,
Moody's Corporation





Moody's Equal Pay Index Scores

While no statistical analysis can account for all the things that influence an employee's pay, we consider meaningful factors such as job family, location, educational level and seniority. When we find inequities in our pay practices, we make the requisite adjustments.

The French government requires all companies of at least 50 employees based in France to report their 'Equal Pay Index' annually, with more detailed reporting requirements applied to companies depending on the number of people they employ.

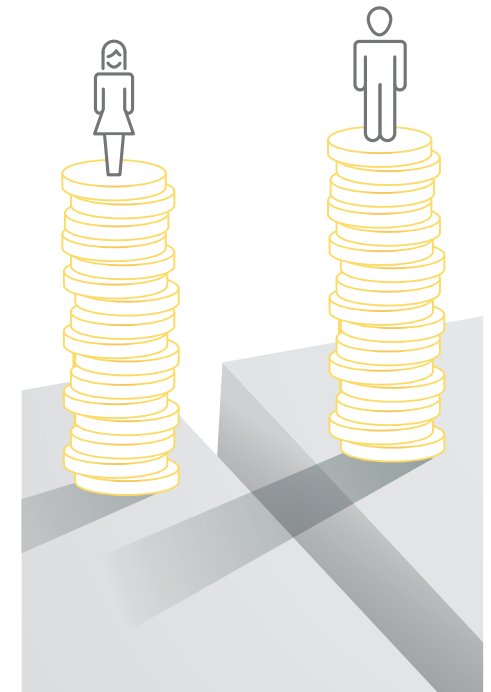
MA has over 250 employees and is required to report five indicators, MIS and MESG have between 50 and 250 employees and are required to report four indicators.

Points are assigned to each indicator, which generally reflect the balance between women and men in that category.

A higher score indicates a balance between women and men, while a lower score shows that one gender is more represented than another in this criteria.

Companies with a total score below 75/100 are required to take corrective actions; companies that score between 75/100 and 85/100 must set targets to improve all indicators where they did not achieve the highest possible score.

At Moody's we are committed to equal pay for men and women performing comparable roles. We have rigorous compensation setting practices and review pay across comparable roles every year.

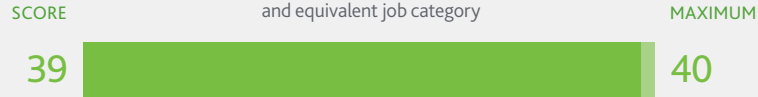


Moody's Gender Equality Index

Moody's France SAS (MIS)

Indicator 1

Pay gap between men and women, calculated on the basis of average remuneration of women compared to men by age group and equivalent job category



Indicator 2

Proportion of pay increases – including promotion-related increases – awarded to women in comparison to men



Indicator 3

Percentage of female employees with a pay increase in the year following their return from maternity leave - if pay increases were granted within the Company during their leave



Indicator 4

Proportion of men and women among the highest ten salaries



89 OVERALL INDEX 100

Moody's ESG Solutions SAS (MESG)

Indicator 1

Pay gap between men and women, calculated on the basis of average remuneration of women compared to men by age group and equivalent job category



Indicator 2

Proportion of pay increases – including promotion-related increases – awarded to women in comparison to men



Indicator 3

Percentage of female employees with a pay increase in the year following their return from maternity leave - if pay increases were granted within the Company during their leave



Indicator 4

Proportion of men and women among the highest ten salaries



90 OVERALL INDEX 100

Moody's Analytics SAS (MA)

Indicator 1

Pay gap between men and women, calculated on the basis of average remuneration of women compared to men by age group and equivalent job category



Indicator 2

Proportion of pay increases – not related to promotions – awarded to women in comparison to men



Indicator 3

Proportion of promotion increases awarded to women in comparison to men



Indicator 4

Percentage of female employees with a pay increase in the year following their return from maternity leave - if pay increases were granted within the Company during their leave



Indicator 5

Proportion of men and women among the highest ten salaries

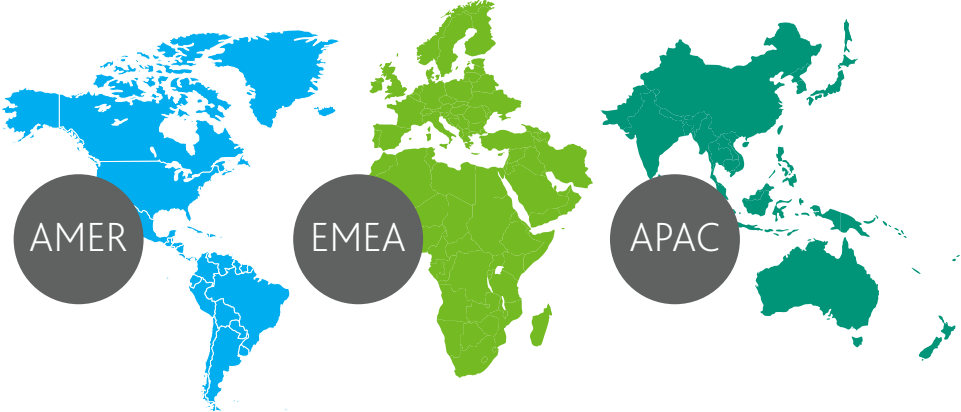


87 OVERALL INDEX 100

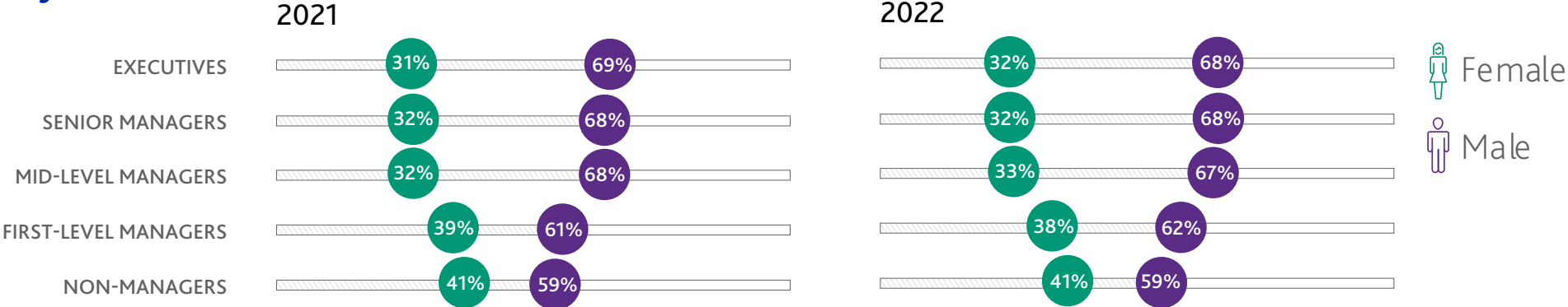
Gender Equity at Moody's

At Moody's, we have a strong focus on hiring, developing and empowering women leaders, as part of our ambition to build a workforce that represents the diverse communities we serve.

14,000+
Moody's employees



Global gender diversity^{1,2}



¹ The data by seniority represents approximately 90% of employees (excludes certain non-wholly-owned subsidiaries and newly acquired companies for which this data was not available). The total breakdown by gender represents the full employee population. Headcount as of December 31 of the respective year.

² Executives represent CEO, CEO-Direct, Exec Directors, GMD, SMD and MD level; senior managers represent AMD, Country Head, SVP and Senior Director level; mid-level managers represent VP-SCO, VP-SA, VP and Director level; first-level managers represent AVP-Analyst, AVP, Associate Director and Assistant Director level; non-managers represent Analyst, Assoc Analyst, Assoc and Associate level.

Moody's Global Gender Equity Policies

TIDE

The TIDE programme is Moody's high potential diversity initiative that creates a robust, diverse talent pipeline through talent identification, assessment, development and executive support. The 2021-22 global programme included 29 mid- and senior-level diverse leaders from across Moody's, with 22 women and six men.

RISE

Our RISE programme brings together senior female employees for mentorship, coaching, training and networking opportunities to enhance their leadership presence and build influence with key stakeholders. To date, 234 senior women leaders have participated in RISE or similar programmes globally, 26% of participants have gone on to be promoted and a further 8% have taken on expanded responsibilities.

Moody's RE-IGNITE

RE-IGNITE is our 16-week paid career re-entry opportunity for mid-to-senior-level individuals who are restarting their careers after a minimum two-year hiatus. Professionals who wish to return

to the workforce after time away have access to hands-on project work, coaching & mentoring, leadership development and networking opportunities. In 2022, we expanded the program to India. Since the programme's launch in 2017, we have converted 85% of RE-IGNITERS to permanent Moody's employees.

Business Resource Groups

Our Business Resource Group (BRGs) help create a meaningful space for employees to express their values, shape business initiatives and programs and bring their authentic selves to work.

Moody's Women is one of ten formal BRGs, with more than 40 regional chapters across the Americas, EMEA and APAC, focused on fostering the recruitment, development and retention of diverse and talented individuals. It acts as a collective voice for raising women's issues to senior management and enhancing our employment experience.



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