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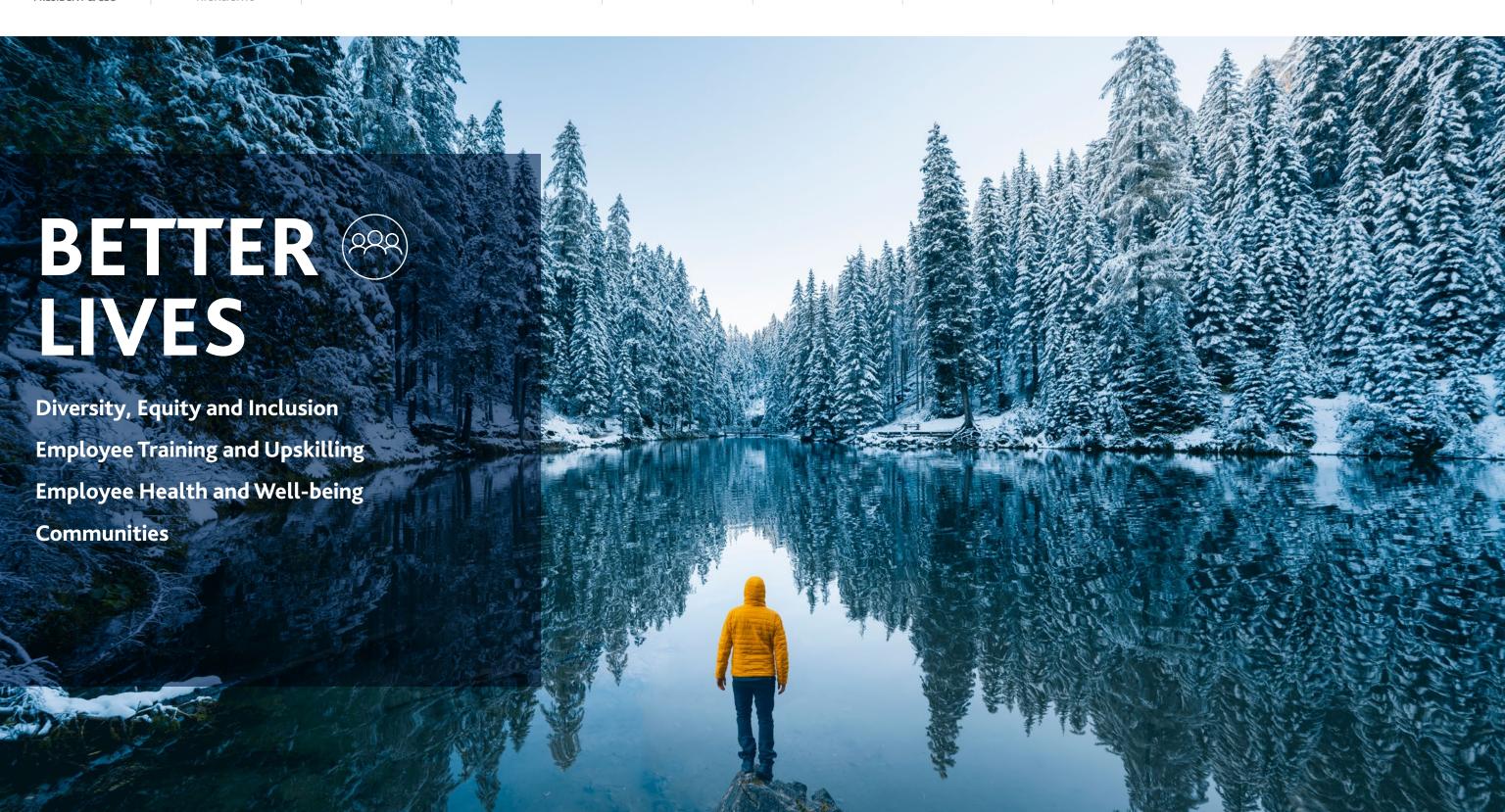
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Better Lives

We aim to create a forward-thinking, inclusive culture for our people and communities.

We strive to foster a diverse, equitable and inclusive workplace where every individual can thrive, and we empower the communities we serve with financial knowledge, educational opportunities and the skills of tomorrow.

In 2021, we continued to take concrete steps to further strengthen our approach to diversity, equity and inclusion (DE&I) at every stage of our employee lifecycle, while also extending this philosophy to our community engagement initiatives.

For more than a decade, it's been clear to me that Moody's is a special place. Even as the world navigates through an era of uncertainty, at Moody's we know who we are and what we stand for, and we have a clear path for the journey ahead. I am honored to work here, particularly after witnessing Moody's growth as a company and the company's continued commitment to our core values.

Our people are crucial to our business, and we are committed to offering our employees opportunities to learn, grow and bring their whole selves to work. In 2021, we affirmed our commitment to thrive by moving to a single performance management approach — Grow, Perform, Succeed (GPS) — that enables our employees and leaders to own their professional development and navigate their careers at Moody's. We also launched Moody's University, a new unified framework for delivering learning and development across the organization. I'm excited to watch these initiatives expand and evolve over the coming months and years.

This past year we took concrete steps to enhance our diversity, equity and inclusion practices, both within our organization and in our broader communities. We

continue to tie DE&I priorities to our business strategy and define its importance to our collective success — including equitable and fair compensation for our workforce. Our eight business resource groups offer employees with like backgrounds a chance to connect and participate in robust programming. Moody's people are smart, resilient and passionate — and with their partnership, we can build a diverse, equitable and inclusive workplace where every individual can thrive.

There is still work to do, and I am excited to see where the organization can go from here by harnessing the incredible momentum we've built. We understand our responsibility outside the four walls of our business to empower our communities by doing what we know best and working together toward a healthier future. This commitment is woven into the fabric of the company and its culture.

Thank you,

Ma Xy

Maral Kazanjian
Chief People Officer



Diversity, Equity and Inclusion

We believe a workforce that represents an array of backgrounds and experiences helps create an environment that maximizes every employee's contribution, widens the leadership pipeline and enhances our work, including the quality of our opinions, products and services. We aspire to be a place where everyone feels comfortable bringing their authentic self to work, where we demonstrate empathy and civility and where we celebrate the differences that make us stronger.









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OUR DE&I STRATEGY IN ACTION

Our global DE&I strategy aims to drive a culture of diversity, equity and inclusion across four key areas: our workforce, workplace, customers and communities. The framework aligns to our company's business priorities, talent strategy, culture and long-term value proposition, and provides a structured approach to advance our DE&I strategy and goals.

In 2021, we advanced our ambition by more deeply integrating DE&I into our business strategy and defining its importance to our collective success by developing and tracking specific KPIs. We are holding our leaders accountable for communicating and progressing on our DE&I goals. We aim to be an organization that demonstrates leading corporate citizenship at every level, challenges the status quo and is fair to all.

We announced public diversity goals in 2021 to increase the number of women at officer and entry levels globally, and Black and LatinX leaders at senior levels in the U.S. We met and, in some cases, exceeded these diversity goals and are examining additional steps we can take to continue to increase diversity in our company.

Global diversity strategic framework

Structured approach to drive a culture of diversity, equity and inclusion



Setting our direction: DE&I governance

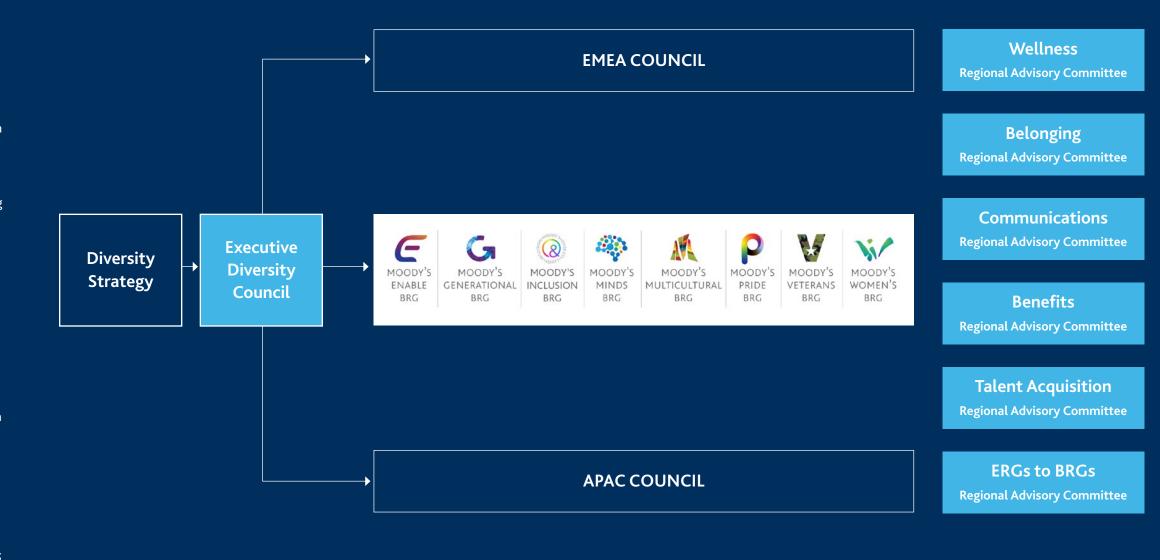
Our employees actively participate at every step of shaping and implementing our DE&I strategy.

Our global Executive Diversity Council (the Council) is tasked with overseeing the implementation and progression of our DE&I strategy and goals across our business. Chaired by our CEO and composed of senior leaders who are committed to DE&I best practices, the members of the Council meet quarterly so that DE&I policies are an ongoing focus throughout the company. Council members typically have a personal connection to DE&I or have been involved with one or more of our Business Resource Groups (BRG).

Our Regional Diversity Councils in EMEA and APAC provide valuable guidance and ensure our strategy is effectively adapted and implemented in ways that are authentic and resonate with local policies and customs. In addition, our Regional Advisory Committees, made up of BRG co-chairs, serve an important role by facilitating rich discussions, seeking employee feedback and providing inputs to inform DE&I programming. At the center are our BRGs, tasked with implementing and advancing our DE&I agenda with active participation across the organization.

Over the past few years, the Council has helped us make significant progress:

- » Developing and implementing workplace flexibility;
- » Broadening diversity and inclusion education programs;
- » Championing and expanding our BRGs; and
- » Establishing the Women in Leadership programs.



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

Each of our eight BRGs works closely with our Diversity Council and plays a role in advancing DE&I at Moody's. Our 44 regional chapters across the Americas, **EMEA** and APAC represent the many diverse talents within the company and help make our workplace representative of the communities in which we operate. With more than 6.600 BRG members globally¹, each group is led by a chair, who is nominated by the group and ultimately appointed by our Chief DE&I Officer.

Due to the strategic role our BRGs have in our decisionmaking process for recruitment, retention and professional development, we are now in the process of transforming three of our inclusion groups – Asian Leadership Initiative (ALI), Black Inclusion Group (BIG), and ConectaMos (our LatinX group) - into stand-alone BRGs. This transition will help bring diverse perspectives in shaping our business initiatives and programs. For more information on how the work of our BRGs is integral to activating better lives for our employees and communities.

¹ Data as of December 31, 2021. An employee can hold membership in multiple BRGs in a single region.

Our BRGs



MOODY'S ENABLE:

advocates for an inclusive, accessible and stigma-free workplace in which employees with disabilities are valued for their talents and have the opportunity to advance and thrive professionally.



MOODY'S GENERATIONAL:

seeks to leverage the insights and experiences of our multi-generational workforce in order to cultivate an inclusive work environment that fosters greater connectedness, supports the development of all generational groups and delivers business value to the firm.



MOODY'S INCLUSION:

supports all areas of diversity and inclusion combining Moody's BRG chapters. Inclusion creates opportunities for all employees regardless of office size to engage with a BRG.



MOODY'S MINDS:

seeks to foster a culture where all employees are empowered to discuss and manage their mental health.



MOODY'S MULTICULTURAL:

seeks to leverage diverse talent by promoting recruitment, professional development and networking opportunities for all ethnically diverse employees at Moody's.



MOODY'S PRIDE:

advocates for a work environment that respects, welcomes and supports lesbian, gay, bisexual and transgender professionals and enables them to perform to their fullest potential and contribute to the greater goals of the firm.



MOODY'S VETERANS:

recognizes and supports veterans, active-duty military personnel and military families both within our company and in our communities. Members primarily focus on outreach efforts, including workforce integration and raising awareness around issues that affect veterans.



MOODY'S WOMEN:

seeks to enhance the recruitment, retention, promotion and professional development of female professionals by implementing programs that foster greater interaction among peers, as well as the broader community, while acting as a collective voice for raising women's issues to senior management and enhancing the employment brand.



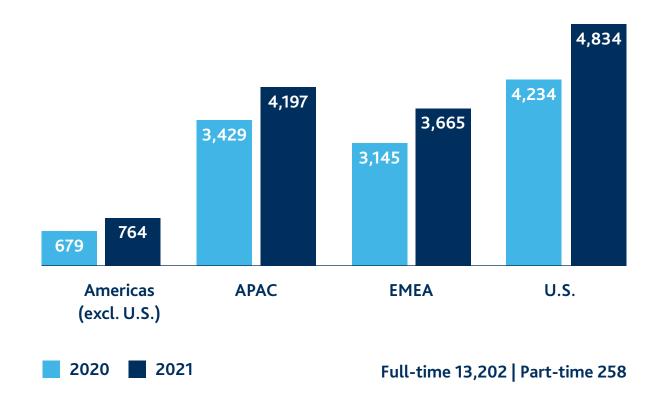


INSIDE MOODY'S: OUR WORKFORCE AND WORKPLACE

We believe that an inclusive, equitable and diverse workplace that draws on the experiences, backgrounds and opinions of all its people is fundamental to our success. Our business benefits from having many different perspectives. That is why we actively promote diversity at every level of Moody's. We work hard so that all employees, from senior leaders to new hires, feel respected and are included and empowered.

Global employee breakdown by region

Number of employees

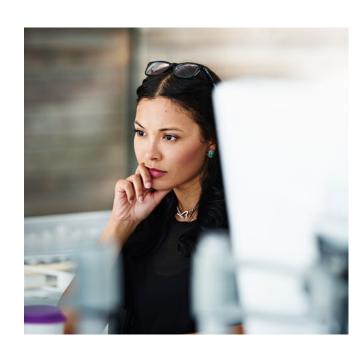




Who we are: race, ethnicity and gender data

Disclosing our diversity data is critical to holding our organization accountable in the efforts to build an inclusive workforce. We are continually challenging ourselves to provide transparent reporting and look forward to identifying ways to enhance our disclosure practices.

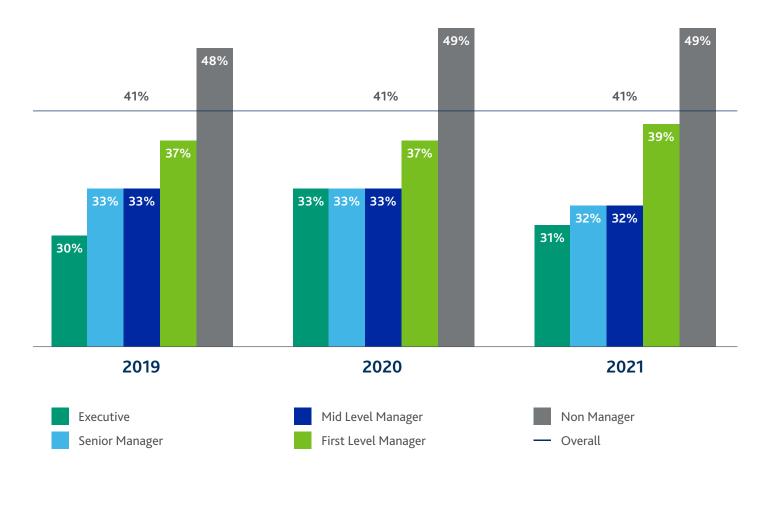
We made our 2020 consolidated <u>U.S. Equal Employment</u>
<u>Opportunity (EEO-1)</u> data available to the public for the first time. In addition, we are disclosing our EEO-1 data for the second consecutive year, which can be found in the Appendix. While we recognize that EEO-1 data is not a perfect measure of diversity, it is a step towards our efforts to increase transparency and foster an inclusive workplace.

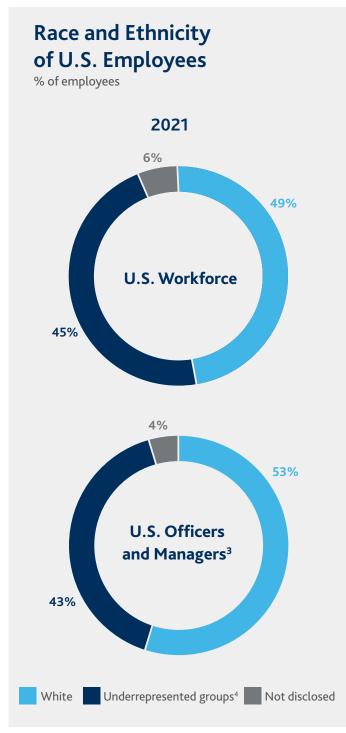


Global gender diversity^{1,2}

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% female of global workforce population





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.

³ Officers and Managers are calculated using the job categories: executives, senior managers, mid-level managers and first-level managers.

⁴ Underrepresented groups include employees who identified as Asian, LatinX, Black, Native American / Alaskan Native, Hawaiian / Other Pacific Island or two or more races.

Advocating for equal pay

We are committed to paying all of our employees equitably and fairly. We study pay equity annually to identify any areas in the company where women or, in the U.S., racial / ethnic underrepresented groups, are not paid comparably to their peers. While no statistical analysis can account for all 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. Each year we report our findings to our Board of Directors.

We are proud to share the progress that we have made. While we are proud of this relative parity, we are by no means satisfied. We know that pay gaps constantly fluctuate for many reasons including changes to our business and employee movement in and out of the organization. Therefore, we are committed to dedicating the resources necessary to maintain pay equity and to drive pay decisions based on legitimate factors. To date, we have progressed on our pay equity efforts for women globally and for Black and LatinX employees in the U.S.



Pay equity by the numbers¹

Moody's 2021 Stakeholder Sustainability Report

\$0.99

\$1.01

earned by women globally²

earned by non-white³ employees in the U.S.⁴

\$0.99

\$1.00

earned by LatinX employees in the U.S.⁴

earned by Black employees in the U.S.⁴

\$1.02

earned by Asian employees in the U.S.⁴

As of April 1, 2022. The population studied includes employees eligible for Moody's compensation programs and excludes limited duration employees, non-employees, temporary workers and employees from companies acquired in 2H 2021. Employees from V.E and Four Twenty Seven were excluded from the analysis due to not being integrated into Moody's compensation programs at the time of the analysis. This exclusion is non-material and represents 3% of employees.

² For every \$1 earned by comparable men.

³ Defined as LatinX, Black and Asian.

⁴ For every \$1 earned by comparable white employees.

Attracting diverse talent through inclusive recruiting¹

Our talent acquisition process embeds DE&I best practices at all stages through close collaboration with the hiring managers. We take a structured, objective approach to the interview process and employ the following practices:

- » Selecting a diverse interview panel to provide varied points of view during evaluation;
- » Leveraging diverse recruiting tools and job boards to build a robust talent pipeline;
- » Presenting diverse slates of qualified candidates for our open positions;

RF-IGNITE

RE-IGNITE is our 16-week paid return-to-work 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, leadership development and networking opportunities, as well as visibility into our unique culture. Together, these components can help prepare individuals for a successful return to the workforce. In 2021, we expanded the program to the U.K. and transitioned from annual to year-round admissions.

- » Establishing consistent interviewing practices, including the use of behavioral-based interviewing techniques, to reduce the possibility of unconscious interviewer bias;
- » Formalizing feedback collection by using consistent rating scales to promote objective feedback on candidates, while reducing the possibility of unconscious interviewer bias; and
- » Holding debrief meetings where the most junior interviewer on the panel provides candidate feedback first and the hiring manager last, to ensure an inclusive process where all voices are heard.

In 2021, we implemented several new recruiting technologies, such as an augmented writing tool that helps our recruiters create job postings that use inclusive language to enhance our diverse candidate pipeline. We also partnered with PowerToFly and Fairygodboss to host a series of opportunities for our women employees to share their experiences in virtual career fairs, provide career advice and network with other women in technology.

Since the RE-IGNITE program began in 2017, 80% of participants have become Moody's employees.

We welcomed 119 summer interns from around the world in 2021 — some of whom connected with us through organizations we partner with, including Girls Who Code, ELC Scholars and Bridging the Gap. Below is the geographical breakdown of our 2021 summer intern class.

AMERICAS

63

APAC

26

EMEA

30



¹ Refers to employees hired to be on Moody's payroll.

021 SUSTAINABILITY



Bolstering our employee inclusion training¹

Creating a culture of inclusion and belonging is expected of all leaders at our company — and that was the driving force behind our Inclusion Evolution employee training program. In 2021, people managers attended the 3.5-hour instructor-led classroom experience that focused on two critical components:

- » Understanding ourselves and the social context that creates our identity; and
- » Building a culture of inclusion by exploring unconscious bias, empathy and belonging and by advocating for others.

After the program, participants were given additional access to eLearning courses and toolkits to build a culture of inclusion in their own teams. We also offered an abbreviated virtual program to all employees starting in 2021.

COURAGEOUS CONVERSATIONS

We encourage all employees to be upstanders, not bystanders, when they see or hear someone being treated differently based on their race, gender identity, ethnicity, sexual orientation or any other protected characteristic. To aid in these efforts, we created Courageous Conversations, a series of discussions hosted by our BRGs. What began as a dialogue on racial unrest has evolved to include discussions about inclusion, mental health and other topics that may be sensitive but are long overdue. This series aims to facilitate discussions on difficult topics and provide employees with the tools necessary to talk to and learn from each other.

- confronting anti-Asian Bias: In partnership with the Multicultural BRG and Asian Leadership Initiative, we created the Moody's Courageous Conversations Upstander Toolkit: United Against Anti-Asian Bias. It contains information on how to support members of the Asian and Pacific Islander communities in the face of racism by actively confronting racial bias and prejudice. The toolkit also serves as a guide for fostering productive conversations and allyship in the workplace, with resources that focus on the lived experiences of Asian-Americans to foster better understanding of anti-Asian and Pacific Islander racism.
- » SUPPORTING WOMEN THROUGH LIFE'S MILESTONES: We also piloted a "Menopause in the Workplace" program to support our female employees and equip colleagues with information on this life milestone. We expect to roll out the program globally in 2022.

"When I first saw that Moody's was doing a pilot on menopause in the workplace, I was delighted that this was being recognized — having worked in Moody's for almost 25 years and having gone through several phases of life while being a part of the company, including menopause. As a manager of 10 people, I am quite open with my team about my symptoms and feelings in the hope that they feel comfortable to talk about it if they choose to, so I can give them the support they need."

- Jenny Lacey, Associate Director, Resourcing & Operations

¹ Refers to employees on Moody's payroll.

2021 SUSTAINABILITY HIGHLIGHTS

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We were one of the first companies to commit to achieving the new Management Leadership for Tomorrow (MLT) Black Equity at Work Certification in 2020. Since then, we have been taking concrete steps to accelerate Black representation across our business and create new and innovative ways to invest in and contribute to racial justice efforts.



In early 2022, we announced our participation in MLT's "All In" campaign, an initiative that provides industry-leading employers with a platform to articulate their commitment to a rigorous approach to Black equity while encouraging others to sign on to the MLT Black Equity at Work Certification. Through our participation, we hope to inspire our peers and others to implement the demands of the certification in order to meaningfully progress on racial equity issues in the workplace and in our communities.



Supporting Black equity in our communities

We are proud to continue our five-year commitment to provide \$1 million to non-profits advancing Black equity. With five U.S. organizations and seven international organizations slated to receive these funds, we hope to improve equity and inclusion for Black communities around the world in several ways:

- » Supporting groups that advocate for social justice;
- » Supporting Black and Brown entrepreneurs;
- » Creating new internship opportunities, including for Black and Brown students;
- » Pushing initiatives to improve inclusion in company operations; and
- » Advancing opportunities for Black and Brown professionals to obtain C-level positions.

Our own employees — the members and leaders of the Black Inclusion Group — are involved in the distribution of these funds, making our commitment to improving social justice, equity and opportunities for Black people all the more personal.

The United Negro College Fund (UNCF) is one of the organizations we support. In our efforts to make education more accessible to underrepresented communities, we work with UNCF to sponsor eight college students over three years, helping more Black students obtain their college degrees.

To read more about our community support to other minority groups, see Communities.

INVESTING \$1 MILLION IN BLACK EQUITY

We committed \$1 million to advance equity and inclusion for Black communities around the world through these organizations:

U.S. ORGANIZATIONS

- » Big Brothers Big Sisters of America
- » Eagle Academy Foundation
- » Equal Justice Initiative
- » National Association for the Advancement of Colored People (NAACP)
- » United Negro College Fund (UNCF)

INTERNATIONAL ORGANIZATIONS

- > Black Business and Professional Association
- » Black Women in Motion
- » Blueprint for All
- » Education Africa
- » European Network Against Racism
- » Harambee
- » United To Change and Inspire (UTCAI)



DK Bartley, Moody's Chief DE&I Officer, and Patrick Hutchinson, co-founder of UTCAI, during UK Black Business Week

"UNCF is grateful to have corporate partners like Moody's that are helping us uplift Historically Black Colleges and Universities and ensure that more young people of color can reach their fullest potential... With such partnerships, we can work together to realize UNCF's vision of a nation where all Americans have equal access to a college education."

- Diego Aviles, Vice President, Northeast, UNCF

Building the pipeline of diverse talent

We are committed to building an inclusive pipeline of diverse leaders and empowering them to make impactful contributions to the markets and communities they serve.

Ray McDaniel Scholarship

The Ray McDaniel Scholarship is a five-year, \$1.2 million program to provide 30 three-year scholarships to high-achieving undergraduate Black students. In summer 2021, the first cohort of Ray McDaniel scholars joined us for a virtual internship in which they completed a case study and presented their findings to our senior leaders. After the students graduate, they receive job opportunities with Moody's.

Moody's Veterans Program

Moody's Veterans Program is a partnership between our Veterans Business Resource Group (VBRG) and Columbia University to prepare veterans for careers in finance, technology and economics. In 2021, five scholars joined the program and each received \$10,000 to support their studies during the 2020–21 academic year. Scholars also had the opportunity to participate in our summer internship program, as well as a mentorship program involving our VBRG.

Queer Coders program

Through our partnership with Hetrick-Martin Institute we support Queer Coders — a program that provides professional development and technical training to lesbian, gay, bisexual, transgender and queer or questioning (LGBTQ+) youth aged 18–24. In 2021, Queer Coders expanded outside of New York City to offer a second national cohort in the U.S. Members of Moody's New York Pride BRG provided mentoring to the 2021 Queer Coders cohort to help the students develop their interviewing skills.

" Moody's is committed to recognizing and supporting veterans, active-duty military personnel and military families both at Moody's and in our communities. We are thrilled to welcome our 2021 cohort of scholars through MVP, which helps student veterans reach their potential and drives a diverse talent pipeline."

- Helene Gurian, Chief Compliance Officer & executive sponsor of the VBRG



Propelling diverse talent forward

Our dedicated talent accelerator programs aim to foster an equitable, inclusive environment.

TIDF

In 2020, we launched TIDE (Talent Aspirations & Alignment, Insights, Development & Career Planning and Exposure & Expansion), a nine-month career-development program aimed at advancing the careers of women, LGBTQ+ employees, people of color, veterans and neuro-diverse employees. Through TIDE, our diverse, talented individuals gain greater visibility across the organization and cultivate relationships with leaders who provide support and mentorship during their career journey, in addition to robust and individualized professional development resources.

"As a member of the first
TIDE cohort, I became
more deliberate about
mapping out the next
chapter of my career,
and it solidified my
commitment to Moody's,
helping the company grow
and continue to be an
employer of choice."



Alicia Gordon, VP, Senior
 Compliance Officer

The first cohort of 25 TIDE participants graduated from the program in 2021. The outcomes of our pilot program highlight the impact of TIDE for individuals and the organization as a whole. The second TIDE cohort will convene in spring 2022.

96%

retention rate of TIDE participants as of the publication of this report.

90%

of participants agree or strongly agree their career ambitions can be fulfilled at Moody's. 90%

of participants agree or strongly agree that TIDE is a key part of our commitment to DE&I.

80%

of participants agree or strongly agree they are more aware and vocal about their career ambitions. 80%

of participants agree or strongly agree they have expanded their internal networks.

Senior Women's Leadership Development Program

Our Senior Women's Leadership Development Program — which was founded in 2014 to bring together senior female employees for mentorship, coaching, training and networking opportunities — was transformed and expanded in 2021. The latest cohort comprised 37 senior women who participated in sessions designed to enhance their leadership presence and build influence with key stakeholders, among other objectives. The next cohort will launch in spring 2022 under a new name, RISE.

The Senior Women's Leadership
Development Program 2021 graduates saw
90% retention, and 26% of participants
received promotions. 100% of survey
respondents would recommend the
program to other women at Moody's.

BRG-led mentorship programs

We are extremely proud of our BRG-led mentorship programs, where peers can gather to engage with leaders and one another to further their professional development.

- The Asian Leadership Initiative (ALI) mentoring program celebrated its fifth year in 2021 and saw a 50% increase in participation over 2020, with 27 mentor pairings finishing out the program. In an end-of-program survey, 72% of respondents said they found the monthly topics useful for sparking discussions in pairing, and 100% of respondents would like to return to the mentoring program next year.
- » In 2021, the Women's BRG (WBRG) mentorship program celebrated 10 years of mentorship and career growth. Since the launch of the initiative, the program has reached over 700 mentees, 116 mentors and 14 mentor advisors.
- ConectaMos, an initiative of the Multicultural BRG that focuses on LatinX leadership, offers a mentorship program that pairs mentors and mentees to discuss career goals and advancement strategies.



Signing of the L'Autre Cercle Charter

SUPPORTING OUR LGBTQ+ COLLEAGUES AND COMMUNITY

BE COUNTED

As we continue to expand our data disclosure practices, we launched the Be Counted initiative in 2020 in the U.S. This initiative asked U.S. employees to voluntarily self-identify as members of the LGBTQ+ community. Our senior management and Board of Directors received the data in an aggregated and anonymized form. We are using the data to review and boost leadership development programs, recruitment, employee benefits and more.

L'AUTRE CERCLE CHARTER

In January 2022, we took another step toward formalizing our support of the LGBTQ+ community in France and on a global scale by signing the L'Autre Cercle Charter. The charter focuses on creating an inclusive environment, ensuring equal rights and treatment for employees, supporting employees who are targets of discrimination and measuring progress and sharing best practices to enact change in the workplace. We are excited to join the other signatories in a shared commitment to support all employees, regardless of sexual orientation or gender identity.

To read more about our workplace DE&I programs, visit our <u>DE&I microsite</u>. To learn more about benefits to support our workforce, including parents, military service members and young professionals, see Employee Health and Well-being.

Through our products and research, we give confidence to decision-makers across financial markets worldwide. We are harnessing the trust that we have built for over 100 years to provide valuable insights into ESG, of which DE&I is an important component.

Creating Opportunities for Racial Equity

Our DE&I initiatives encompass our entire value chain of customers and institutions. That's why in 2021, we laid the groundwork to transition the Moody's Multicultural Customer Initiative (MMCI) into our Creating Opportunities for Racial Equity (CORE) program. MMCI, and now CORE, aim to develop partnerships, share expertise, invest capital and utilize software and services to assist community development financial institutions (CDFIs), minority depository institutions (MDIs), diverse finance companies and diverse asset managers.

Progress on our customer initiatives



DIVERSIFIED DEPOSITS

We have deposited a cumulative \$10 million in treasury deposits in Black-owned banks as of December 31, 2021.



DEVELOPED PARTNERSHIPS

Our scaling efforts have included multiple meetings, conversations and webinars with multicultural stakeholders such as banks, asset managers and potential partners.



SHARED EXPERTISE

From regional economic reports to our research on racial integration, we have shared reports, authored articles, briefed boards and executives and provided critical business data.



INVESTED CAPITAL

Moody's has invested \$5 million in Trident's fund — focused on equity investments in small / minority-owned businesses — and became a member of its advisory board.

Equity opportunities in action

CORE began with deposits in four CDFIs in fall 2020. Since that time we have expanded the program's scope by developing partnerships and sharing expertise with multicultural stakeholders. In addition, we invested in Trident, an institutional asset manager that supports underserved small businesses in the U.S., particularly in Black communities.

We intend to continue expanding the program over the coming years and look forward to taking specific measures to engage, empower and invest in underserved communities.



"Having the right partnerships with organizations like Moody's allows Trident to identify and invest in Main Street small businesses, where other firms may not believe opportunities exist. The result is better returns for investors, better outcomes for underserved communities, and better chances for overlooked entrepreneurs to achieve the American Dream."

- Eric Taylor, Founder, CEO & CIO, Trident

Our CORE roadmap



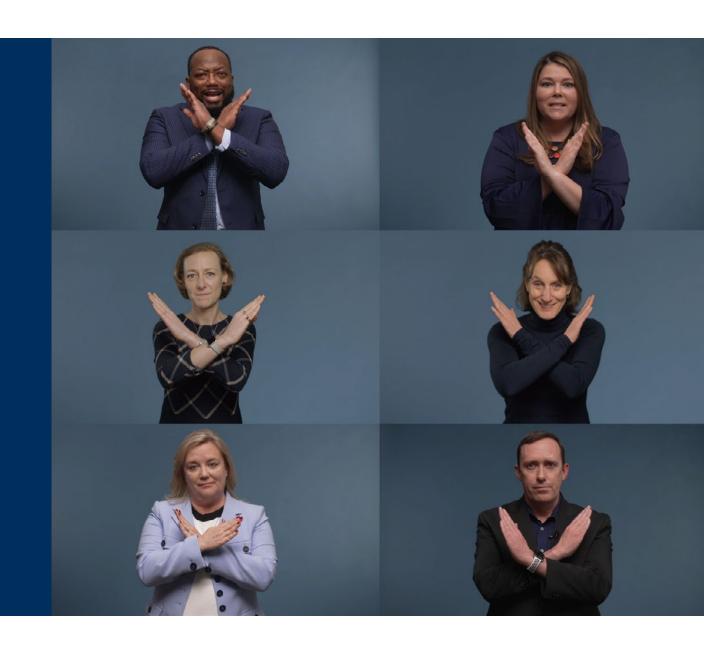
During Women's History Month in February 2021, we launched the <u>Gender & Finance</u> Research Hub with research collected from across the different business segments at Moody's.

Our research shows and reinforces the impact of gender equality across sectors and countries globally. For example, in celebration of International Women's Day, we published our <u>Breaking the Bias</u> report in March 2022. This report highlights why narrowing global gender gaps helps create a more sustainable, inclusive workplace and is an economic, business and financial imperative.

For more information on our policies regarding diversity, equity and inclusion, see Additional Resources.

Key findings from the 2022 report include:

- ECONOMY: Implementation of family-friendly policies, such as those in other developed countries, could boost
 U.S. GDP growth by almost \$1 trillion in the next 10 years.
- » CORPORATE ACTION: No corporate sectors achieved management-level gender parity in 2020 and almost half of all sectors have management teams averaging less than 25% female.
- » CREDIT RISK: Board-level gender diversity is correlated with higher credit ratings. Our data shows that women represent 35% of the boards of the companies with positive governance characteristics, while women hold only 21% of board seats at companies with highly negative governance features.
- » SUSTAINABLE FINANCE: Debt instruments earmarked for financing of projects tied to the advancement of gender equality have grown steadily, with about \$22 billion issued in 2021 and a cumulative \$70 billion since 2016.



Employee Training and Upskilling¹

Attracting and retaining the right talent is paramount to our success. As a global integrated risk assessment firm, a critical component of our talent attraction and retention strategy is to invest in our people at every stage of the employee life cycle to build an adaptive, engaged, diverse and inclusive workforce.

In 2021, we moved to a single performance management approach — Grow, Perform, Succeed (GPS) — that enables our employees to more effectively own their professional development and navigate their careers at Moody's. We also created Moody's University (Moody's U) — a new unified framework for delivering learning and development across the organization, which launched in 2022.

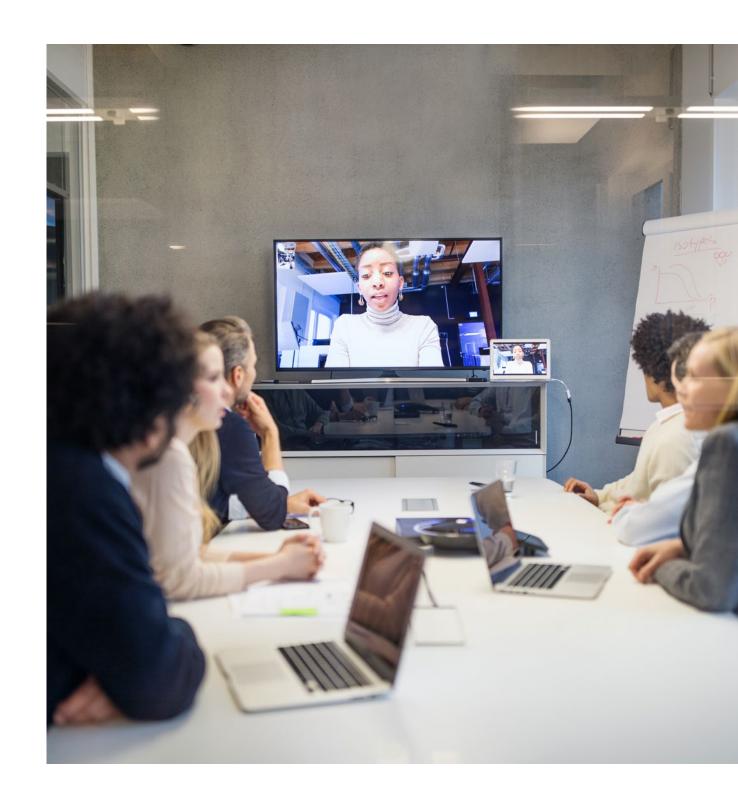


¹ Refers to employees on Moody's payroll

TRAINING THE WORKFORCE OF THE FUTURE

We are committed to helping our employees and leaders develop the skills they need to thrive — both today and in the future. We provide employees with ongoing learning and development opportunities that begin with onboarding and continue throughout their careers.

In 2021, we made numerous acquisitions, restructured our business units and redefined our working norms and assumptions through our Workplace of the Future initiative. These developments call for re-skilling and upskilling our workforce — all in the midst of challenging external currents that are shaping today's talent landscape. Therefore, led by our newly appointed Chief Learning Officer, we are transforming our learning and development function to align more closely to our business objectives and the continuously evolving needs of our customers, employees and stakeholders.



MOODY'S U

Moody's U offers employees and leaders training on enterprise-wide skills, leadership development, business-specific technical skills and core capability development.

Moody's U is expanding its training programs to the following areas:

- » Enterprise Skills Academy is responsible for developing essential professional skills for all employees;
- » Leadership Academy develops manager and leader learning solutions that focus on supporting our leaders to be more change-ready, resilient and agile in an increasingly complex environment;
- » MA Academy, with its dual focus on people and products, helps drive the establishment of "vocation" by aligning learning to job families; and
- » MIS Academy rolled out global support of Lean Six Sigma literacy, ESG training and certification.

Our training in practice

MOODY'S-WIDE LEARNING		BUSINESS-SPECIFIC LEARNING			
LEADERSHIP ACADEMY	ENTERPRISE SKILLS ACADEMY	MA ACADEMY	MIS ACADEMY		
CAPABILITY DEVELOPMENT					
GPS & organizational effectiveness	Onboarding	DE&I	Technology		
ESG	Compliance	Change management	Well-being		
GOVERNANCE, MEASUREMENT, DESIGN AND DEVELOPMENT					
LEARNING TECHNOLOGY & INNOVATION					

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Business Learning Councils align learning priorities across Moody's

To operationalize our learning and development strategy and identify priorities aligned to business objectives, we launched Business Learning Councils (BLCs). BLCs are chaired by learning leaders and council membership comprises business unit leaders. BLCs serve as a crucial two-way communication channel between the centralized learning function and each business unit.

The BLC leadership team is responsible for:

- » Driving the learning and development strategy and facilitating Moody's U;
- » Developing and implementing operational plans;
- » Recommending buy vs. build options for learning and development programs; and
- » Driving reporting and metrics methodology and infrastructure.

Leadership development programs

Building a strong leadership pipeline is paramount to our company's continued success. Key elements include:

- » Strategic Alignment Addressing business-driven needs, aligning learning and development solutions to advance our strategy as an integrated risk assessment organization and building the skills of the future;
- Performance Management: Grow, Perform, Succeed

 Aims to build a culture of growth by evolving career
 and growth conversations to cover not only what can
 be done to be successful, but also how to do it;
- » Career Journey Concentrating on growth and defining developmental pathways within the organization;
- » Talent Acceleration Building a strong talent pipeline, from early career opportunities to accelerating the development of high-performing diverse talent across Moody's; and
- » Learning Culture Driven by innovation and growth, to build a learning culture through content creation, delivery and measurement.

2021 LEADERSHIP PROGRAM HIGHLIGHTS

- » Virtual Leadership Essentials: Over 300 managers learned fundamental management skills and how to lead with self-awareness and personal effectiveness.
- » Leadership Insights: This program provided over 200 leaders with 360-degree feedback, development planning and optional virtual coaching.
- » **Inclusion Evolution:** People managers attended a 3.5-hour instructor-led classroom experience to focus on creating a more inclusive culture, where every employee feels like they belong.

For more on our training and mentorship opportunities for specific employee demographic groups, see Diversity, Equity and Inclusion.

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Business and skills-specific programs

- » Cornell FinTech & Innovation Program: Our first cohort of 40 employees successfully completed this five-month program, developed in partnership with Cornell University, to further their understanding of fintech and develop leading innovation and ideation skills.
- » Credit Academy: In 2021, over 250 junior MIS employees signed on to jump-start their skill development through Credit Academy, which includes onboarding, job readiness and career progression training across the full set of skills required of analysts.
- » Sales training: We launched a comprehensive sales training program to support more than 1,200 sales professionals in developing industry, customer and product knowledge (including technical and security matters).
- » Rotational programs: We launched a new rotational Data Science Development Program, and we are going to expand the two-year early-career MA Technical Rotation Program (MATR) to include opportunities for employees across Moody's.

Employees pursuing higher education can also take advantage of educational assistance that reimburses them for job-related educational costs. See the Compensation & Benefits section for more information.

ESG training

To continue helping our customers solve the most complex problems of our time, we are training our employees with deep domain expertise in ESG in subjects like climate risk and new ESG developments in our solutions. In 2021, we published live and recorded trainings that covered risk assessments, EU Taxonomy, UN SDGs, ESG financial markets, green bonds, climate-risk scenarios and many more. In 2022, we rolled out an all-employee modular training on sustainability and ESG.



Continuous improvement of our learning programs

We evaluate the effectiveness of our learning programs through a number of approaches, including skills assessment tools, focus groups, surveys and needs assessments deployed at the individual, team and business-unit levels. The findings from these assessments help make the initiatives more useful and actionable.

The needs assessments ask employees and their managers to evaluate:

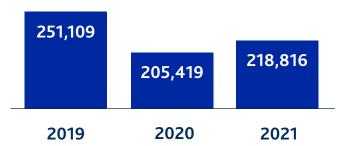
- » The effectiveness of training for a variety of skill areas;
- The importance of a particular skill area in helping the individual or the business meet their objectives; and
- » Individuals' training modality preferences.

For example, a new survey in 2021 gauged how often participants applied their learning from Leadership Essentials to their day-to-day work as managers. According to the survey results, 92% of graduates agreed the program was effective in providing them with tools and techniques they applied to their roles as leaders, and 97% of graduates' managers agreed the program effectively enhanced the graduates' leadership skills.

Training by numbers

The continued impact of the pandemic affected training activity. For example, average hours decreased, in part, due to non-essential training being paused or reduced to align with business objectives and prioritize employee well-being.

Total number of training hours¹



Average training hours1



Training and development expenditure per employee



¹ Data includes hours captured in Moody's University and online training programs related to topics such as compliance, professional development and diversity, equity and inclusion. In addition, leadership development hours are included in 2020 onwards.

PERFORMANCE MANAGEMENT: GROW, PERFORM, SUCCEED

In 2021, we adopted a single performance management approach — termed Grow, Perform, Succeed (GPS) — that emphasizes our commitment to employee growth and development.

GPS encompasses all aspects of performance management—including dynamic objective setting, performance evaluations and continuous feedback. It allows employees to navigate their Moody's careers with a set of shared success factors and a qualitative rating scale that measures both business outcomes and behaviors. This drives business results and builds a culture of growth.

As part of this effort, we have refreshed our core success factors — behaviors that are expected of all employees and leaders — and put in place clear and common definitions for evaluating business outcomes and behaviors. We delivered eight separate GPS training programs on the new GPS behaviors and approach, totaling 41 individual trainings globally.

How it works

Employees collaborate with their managers to set clear, measurable objectives that align with department and company objectives, and employees receive continuous feedback. At the end of the performance review cycle, managers and employees have a conversation focused on two key dimensions — both what the employees are

expected to achieve and how they are expected to achieve it. Each dimension is given equal weight when determining the employee's overall performance rating.

In 2021, 92% of employees received a performance and career development review via GPS.¹

Incorporating diversity, equity and inclusion

Our employees are expected to demonstrate a shared set of behaviors that contribute to a culture of growth and inclusion. As part of the GPS review, all applicable employees are evaluated on our Core Success Factors — including "Authentic and Aware" (e.g., "Listens with empathy and genuinely cares for others") and "Collaborate with Purpose" (e.g., "Fosters an exchange of perspectives in an open-minded and inclusive manner" and "Listens effectively to hear and value different perspectives and viewpoints").

There are additional expectations and measures for managers. Managers are evaluated on the Leadership Success Profile — which includes "Empower and Develop Talent" (e.g., "Fosters an inclusive workplace that values diversity and promotes belonging and well-being"). In addition to being embedded in performance evaluations, these behaviors are also incorporated into our employee and manager development programs.

For more on our DE&I programs, see Diversity, Equity and Inclusion. For more information on our policies regarding employee training and upskilling, see Additional Resources.

¹ Employees in a probation period or who joined Moody's from newly acquired companies do not participate in the GPS performance review process. Certain non-wholly-owned subsidiaries for which this data was not available are excluded from the analysis, therefore the data represents 76% of the total employee population.



Employee Health and Well-being

We are committed to protecting the safety, health and well-being of all employees and individuals in our workplace, and expect our employees to take reasonable care to further those efforts. To this end, we offer our employees a comprehensive range of programs with resources and support for physical, mental and financial well-being, as well as support for flexible work arrangements.

Our approach to employee health and well-being aims to:

- » Create a workplace where employees feel valued and inspired;
- » Provide an environment that fosters a culture of independence, inclusion and intellectual leadership; and
- » Support peer collaboration and professional growth.

We began developing a comprehensive, enterprise-wide well-being strategy, which will be implemented in 2022. The strategy places an even greater emphasis on holistic wellness and support as employees continue to operate in a hybrid work environment. We also continued our work to ensure the physical and financial health and safety of our employees and differentiate our compensation and benefits offerings to accommodate our changing environment.

PLACING EMPLOYEE WELL-BEING AT THE CENTER OF HOW WE WORK¹

As the COVID-19 pandemic continued to shape the lives of our employees in 2021, our wellness programs and initiatives aimed to address the psychosocial and mental health risks associated with lockdowns and the isolation that may result from working from home.

Targeted support also aimed to meet employees where they are on their wellness journey and encourage greater worklife balance:

- » No-Meeting Fridays: a number of teams participated in this program, which included coordinated holiday weeks or time off;
- » Well-being allowance: received by all employees at year-end to use at their discretion to support mental or physical wellness; and
- Office equipment stipend: available to employees at the Assistant Vice President (AVP) level or below for furniture or peripherals to help improve their ability to work remotely.

We continue to monitor the risk presented by the pandemic and emerging variants, and we remain ready to respond to protect the health and safety of employees. We supported global vaccination efforts by providing employees with time off to get themselves and their children vaccinated.

OUR KEY 2021 WELLNESS SUPPORT INITIATIVES

- » Coronavirus intranet site: offers a wide variety of information to support employees, from access to employee assistance programs to tips for remote working.
- » Global ergonomics program: online assessments and guidance helps employees set up their in-office and at-home workstations, including through our Moody's Moments that Matter series.
- » International wellness days: we marked days such as World Mental Health Day on October 10 by providing a series of discussions, employee stories and information about accessing support.

Our global well-being strategy

In fall 2021, we began work on a comprehensive global well-being strategy. The strategy is informed by an evaluation of the current state of wellness at our company through a combination of focus groups, stakeholder meetings, employee survey data and existing quantitative data. As a critical input into the creation and evolution of our strategy, several questions in our Business Engagement Survey of employees focus exclusively on evaluating individual well-being, including the ability to have work-life balance, understand priorities, feel a sense of belonging and perceive that Moody's cares about their wellness. Answers to these questions help further guide us in our strategy to protect employee well-being.

In 2021, 76% of employees agreed Moody's took a genuine interest in their well-being.

Moody's Moments that Matter

A total of 26 sessions in 2021 attracted more than 8,500 views.

In 2021, our virtual well-being series, Moody's Moments that Matter, continued providing employees with education and empowerment on mental health, resilience and thriving in an increasingly virtual world through articles, videos and weekly live webinars. Sessions are developed in close partnership with our BRGs to ensure topics resonate across employee groups. Webinar topics from 2021 included resilience, financial literacy, mental well-being and bullying, among others. Additionally, some BRGs hosted voluntary engagement events, such as online yoga and meditation classes, as well as health information webinars throughout the year.



MAKING CONFIDENT DECISIONS TO IMPROVE EMPLOYEE EXPERIENCE AND ENGAGEMENT

Each year, we encourage our employees to provide anonymous and candid feedback through our Business Engagement Survey (BES). This survey helps us to:

- » Understand our employees' level of engagement at periodic intervals throughout the year (for example, through shorter, more frequent pulse surveys);
- » Inform our actions through the use of a validated measure of engagement;
- Reinforce managers' roles to take action by dedicating specific resources to address opportunity areas identified by the survey results; and
- » Assess employee sentiment around longevity and intent to stay, which helps us to frame actions that drive talent retention.

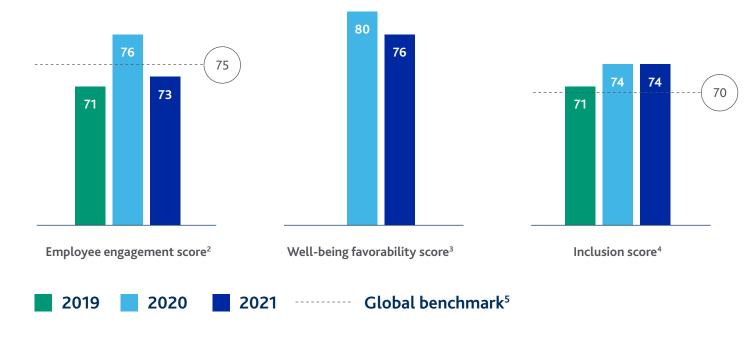
Our 2021 employee engagement survey score was 73, compared to a global benchmark of 75 — measured by employees reporting how happy they are at Moody's and whether they would recommend working here.

We use the feedback we received through the BES as a vital input into making decisions to improve our employee experience. At the same time, we are constantly looking to improve our employee experience and recognize that we can do more. While our employees are highly engaged, many are looking for better communication and transparency around change. The BES found that our employees appreciate the continuous performance review approach and regular check-ins, and some also expressed a desire for better infrastructure and more support to improve job effectiveness. Additionally, with continued business growth, employees are also seeking more career advancement and development opportunities — which we expect Moody's U to help us improve.



Business engagement survey¹

Employee perceptions of the company's culture are mostly positive, as are their views on the company's approach to inclusion and well-being.



Moody's 2021 Stakeholder Sustainability Report

¹ The data represents approximately 90% of employees (excludes certain non-wholly-owned subsidiaries and newly acquired companies which are not integrated in Moody's IT systems and therefore the survey was not distributed to them). Employees participating in employee engagement surveys in 2021 - 84%, 2020 - 86%, 2019 - 87%.

² Employee engagement score is an average of two items: "How happy are you at Moody's?" and "Would you recommend Moody's?"

³ The favorability score is the average percentage of employees who agree Moody's takes a genuine interest in their well-being. Global benchmark for the well-being favorability score is not available.

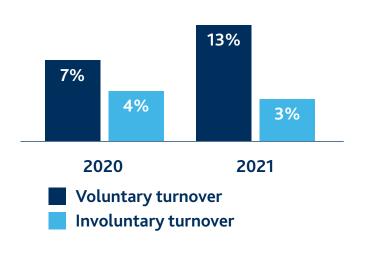
⁴ Inclusion score is an average of item: "leaders in my line of business value different perspectives."

⁵ Survey third-party service provider's global benchmark is based on cross-client, cross-industry and cross-country company data from well over 700 organizations and over 150 countries.

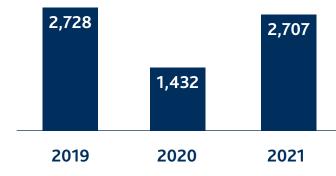
Employee turnover, new hires and open positions

Like most other companies, we experienced an increase in voluntary turnover, likely due to the effects of the COVID-19 pandemic on the labor market. Additionally, we saw an increase in unfilled skilled positions due to intensified hiring to support growth in key areas. As the competition for talent intensifies, we continue to invest in employee engagement and well-being as key elements of our talent retention strategy.

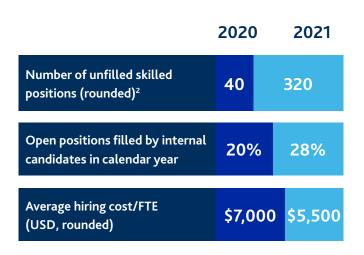
Employee turnover rate



New employee hires



Talent Attraction¹





¹ The data represents approximately 90% of employees (excludes certain non-wholly-owned subsidiaries and newly acquired companies not integrated in Moody's IT systems).

² Positions that had been open for 90 days or longer as of December 31 of each respective year.

2021 SUSTAINABILITY

Independent third-party office health and safety inspections¹

As part of our return-to-office strategy, we worked with leading global firms who specialize in environmental health and safety inspection, verification and testing to certify that each workplace was prepared for re-occupancy. These firms provided an independent audit to inform best-inclass recommendations in facility services areas such as cleaning, water and air testing and response planning. This audit also provided us an opportunity, where reasonable, to benchmark inspection results against peer companies.

Ensuring the health and safety of employees

We are committed to protecting the safety, health and well-being of all employees and individuals in our workplace. As a result, we are committed to complying with all health and safety laws and regulations, including laws and regulations relating to COVID-19 and / or other public

health emergencies, in all countries and localities in which we do business.

Occupational health and safety measures and programs, such as communications, trainings and policies, are managed at either the local or regional level. In addition, third-party providers in the global real estate group also track information relating to health and safety items, such as workplace injuries, and report such information where required (such as to the Occupational Safety and Health Administration in the U.S.).

Site-based inspections of workspaces are also performed at offices, in accordance with local requirements. All applicable inspections, which may include such items as safety and fire inspections, are reported and filed with the authority having jurisdiction for those offices with the endorsement of any relevant work councils.

Employees are also encouraged to report work-related hazards in the workplace. For more information on our reporting mechanisms, please see Ethics and Integrity.

WORKPLACE OF THE FUTURE

As we continue to monitor the risk presented by the pandemic, we are also re-assessing and evolving the ways we work. Initiated in 2020, our Workplace of the Future (WoF) program is focused on enabling a robust hybrid work model.

As vaccination rates increased and local rules and regulations eased during 2021, we took a phased approach to reopening our offices for employees who wanted to return in person at least part of the time. By year end, approximately 90% of our office footprint was open for business. Employees had broad flexibility around when to work from the office and when to work from home, taking into account their individual well-being availability of child and elder care, and local infrastructure enabling them to travel safely to work. In addition to carefully following local rules and regulations, many locations implemented rotations to allow for physical distancing and provided mandatory training on protocols and employee expectations.



¹ Refers to Moody's Corporation and its wholly-owned subsidiaries.

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PRESIDENT & CEO HIGHLIGHTS ABOUT MOODY'S BETTER BUSINESS BETTER LIVES

COMPENSATION AND BENEFITS¹

We believe our investments in compensation and benefits are an investment in our people. We strive for our compensation to be structured fairly, aligned to local markets, driven and differentiated by performance and understood and valued by all.

Equal compensation

An important part of our compensation philosophy is aligning compensation to local markets. We participate in salary surveys in each of our markets (a market can be considered a country, or a region or industry within a country). Each year, we anonymously submit compensation data for each job, based on job descriptions. An independent consulting firm aggregates and scrutinizes this information to ensure compliance with all data privacy regulations. We receive the aggregated data and analyze our pay rates in comparison with those of the local market. We review our pay structures every year before the annual salary review process, building a range for each salary band in each market.

For information on pay equity, see Advocating for equal pay.

Benefits

We are committed to providing our employees a competitive benefits program designed to care for them and their families — including support for physical, mental and financial well-being. We promote preventive care and awareness and support a healthy lifestyle. Promoting financial wellness and supporting flexible work arrangements are critical to creating a work atmosphere in which people feel valued and inspired to give their best.

Our benefits are benchmarked routinely against the market, using industry-specific data. Beyond delivering health, welfare, and retirement benefits and paid vacation and sick days, our benefits are extensive and inclusive, including a flexible work model and work-from-home arrangements.

Benefits governance

We have three benefits-related committees at the management level:

- » The Management Benefits and Compensation Committee regularly reviews global benefit plans and proposals;
- » The Appeals Committee has final authority and responsibility for reconsidering benefit determinations when plan participants make a claim; and
- » The Asset Management Committee is responsible for controlling, managing and investing the assets of the U.S. retirement plans.

For more information on our policies regarding employee health and well-being, see Additional Resources.

OUR EMPLOYEE BENEFITS

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Benefits offered to employees differ by work location; however, a benefits package can include:

» Medical

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- » Dental
- Vision
- » Flexible spending account
- » Health savings account
- » Employee assistance program
- » Retirement savings / pension termination indemnities
- » Life insurance
- » Short-term and long-term disability insurance
- » Business travel accident coverage
- » Flexible work arrangements
- » Paid time off (vacation, personal days, sick leave, marriage leave, child care leave, compassionate leave, study leave, military leave, jury duty leave and holidays)
- » Maternity leave
- » Parental leave
- » Educational assistance

- » Adoption assistance
- » Surrogacy assistance
- » Back-up child and elder care
- » Commuter benefit plan
- » Club memberships
- » Parking and transportation allowances

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- » Car allowances
- » Meal benefits
- » Child care support
- » Discounted employee stock purchase plan
- » Employee referral program
- » Financial planning
- » Matching gifts program for charitable contributions
- » Auto and property insurance coverage discounts
- » Long-service awards
- » Free or discounted cultural memberships

¹ Refers to employees on Moody's payroll

Our assistance programs

Assistance programs are an important way we support our employees — whether through confidential legal, mental health or housing support or continuing education and transition assistance.

Employee Assistance Program

All employees and their dependents have access to our Employee Assistance Program (EAP), which is a confidential service to help employees and their immediate family members address personal concerns that affect their well-being. Although providers vary across the regions, all EAPs provide support with practical issues such as legal, housing and other queries, along with mental health support. Notable examples of times when our EAP has supported employees include the COVID-19 pandemic, the racial justice movement in the U.S. and the unfolding geopolitical conflict in Ukraine. Employees can contact the EAP confidentially and free of charge.

Education Assistance Program

We provide a global Education Assistance Program that enables employees to obtain tuition reimbursement to enhance skills that can improve job performance and further career development. Reimbursement amounts vary by location.

Transition Assistance Programs

Our transition assistance programs support employees who are retiring or whose employment has been terminated. These programs can include pre-retirement planning for intended retirees, severance pay and job placement services. We also offer outplacement services in certain circumstances.

Our benefit updates

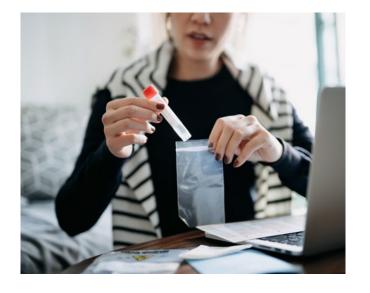
In January 2021, we added our first ESG fund investment option to U.S. employees' Profit Participation Plan (401(k) plan). This provides employees the opportunity to invest retirement savings in a fund that takes a long-term approach aligned with and informed by the UN SDGs.

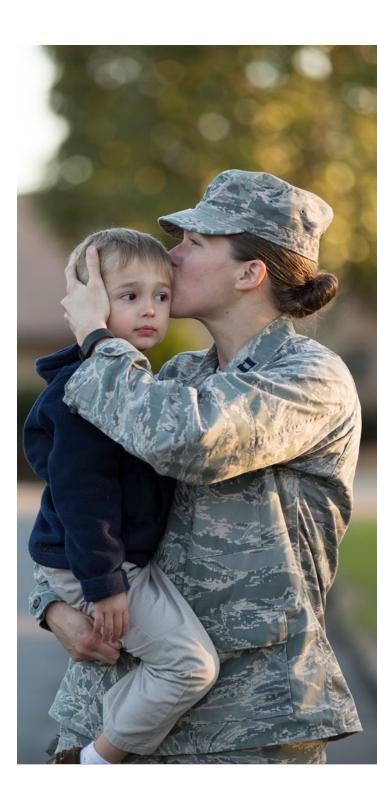
Paid time off during COVID-19

We understand the importance of taking time away from our work lives to rest and rejuvenate. Unfortunately, with the ongoing pandemic, many employees did not take their fully allotted vacation time. In response, our leadership regularly encouraged employees to use PTO to relax and recharge. Some business unit leaders identified suitable periods for all their employees to take leave concurrently, enabling employees to relax without the pressure of returning to emails and work done by others in their absence. While these periods were not mandatory, employees were strongly encouraged to make full use of their vacation to rest and avoid burnout and fatigue.

Enhancing support for vets and student loan borrowers

- » Military leave: To better support our U.S. military service members, all our eligible full-time and part-time employees can now receive up to six months of their regular salary and benefits while on military leave. This is a five-month increase from our previous policy. Concern about financial well-being is not a problem our military service members should have; this updated policy will do more to keep Moody's an attractive place to work and shows that our DE&I commitment extends to each segment of our workforce.
- Student loan payoff program: Student loan debt remains one of the largest sources of consumer debt in the United States, disproportionately affecting Black and LatinX borrowers and holding borrowers back from financial peace of mind for years. Through our Student Loan Payoff Program, we now offer contributions toward the principal balance of the student loans for our eligible employees. Looking forward, this program will help to contribute to lower barriers for young professionals.





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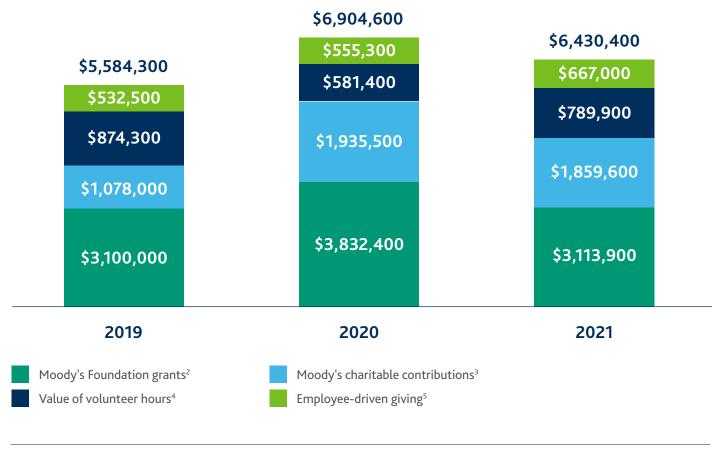
Our approach to community engagement and corporate social responsibility (CSR) is rooted in our purpose: to bring clarity, fairness and knowledge to an interconnected world. We bring together various elements of our business — employees, products and services and social capital — to empower people with the knowledge, resources and confidence they need to create better lives.

Through our CSR programs, employee engagement activities and Moody's Foundation¹ grants, and in alignment with the UN SDGs, we are helping to build toward a world where more people have access to opportunity and where everyone has the resources to grow and thrive.

SUPPORTING CAUSES WE CARE ABOUT

Giving is a critical component to advancing our ambition. Following a hallmark year for giving in 2020, our corporate, foundation and employee-driven philanthropy efforts culminated in a total of more than \$6 million donated in 2021.

Investment in our communities



¹ Moody's Foundation is a separate legal entity and is governed by its own Board of Directors composed of members of management. This board approves social investments and all grants that the Foundation makes.

² Grants paid from the Foundation toward projects aligned with its strategic focus areas.

³ Payments made by MIS, MA and MSS that have been classified as charitable contributions. Includes charitable contributions to volunteering vendors (nonprofits and social enterprises that coordinate volunteer experiences), previously reported separately.

⁴ The data represents approximately 90% of employees (excludes certain non-wholly-owned subsidiaries and newly acquired companies that are not integrated in Moody's IT systems).

⁵ Grants paid from Moody's Foundation toward the Matching Gifts and Dollars for Doers programs.

BUILDING MORE RESILIENT COMMUNITIES

Across our three focus areas, DE&I serves as a lens through which to guide and evaluate our CSR efforts.

Empowering people with financial knowledge

Our signature financial inclusion initiative, Reshape Tomorrow[™], helps entrepreneurs — particularly women and other under-resourced groups — by empowering them with the financial tools and knowledge to navigate the lending process, grow their businesses and stimulate entrepreneurship. In 2021, we worked with eight Reshape Tomorrow[™] partners around the world.

2021 focus area summary¹

\$1.6 million invested

29 countries served

96% efficacy rate

Beneficiaries:

4,900 total reach

65% female

WEConnect International

In partnership with WEConnect International, our "Financing Your Growing Business" program supports women business owners through interactive boot camps and online training modules that focus on credit training and accessing markets and capital. WEConnect International connects more than 13,000 women-owned businesses based in over 125 countries to qualified buyers. In 2021, we expanded this program into new markets, offering the trainings in 11 countries, including Costa Rica, Japan, Mexico, U.K. and South Africa. We look forward to continuing this expansion in 2022.



¹ Measured using Mission Measurement's Impact Genome Project methodology. Data is reflective of programming that was active in the calendar year and is not reflective of all Moody's grant partners. After participating in a boot camp in Singapore, attendee Dr. Alison Eyring shared how her experience helped lead to the creation of Produgie, a technology company and spin-off of Singapore-based Organisation Solutions focused on democratizing business growth enablement.

- "Moody's Boot Camp challenged my beliefs about the benefits of borrowing and of raising capital. My experience bolstered my confidence when I spun off a technology company from my existing business and raised a seed round. We are on a path to raise Series A this year."
- Dr. Alison Eyring, CEO & Founder, Produgie



Helping young people reach their potential

We are helping young people from under-resourced communities pursue careers in finance, technology and economics — and build brighter futures as the leaders of tomorrow.

Moody's HerCapital Program

Moody's HerCapital Program launched in 2021 in partnership with Sponsors of Educational Opportunity (SEO). The six-month program aims to build the confidence of women leaders entering finance, tech and economics by focusing on various soft, technical and professional skills. The current cohort of more than 160 female students — most of whom are from historically underrepresented groups — attend 51 universities in Belgium, the U.K. and Germany. In addition to authentic exposure to the financial services industry, the program offers opportunities for internships with Moody's.

2021 focus area summary¹

Key impact metrics:	\$	\$1.1 million invested
		7 countries served
		100% efficacy rate
Beneficiaries:		10,000 total reach
	Q	75% female

Supporting social equality and the environment

When distributing our grants, we support social equality and the environment in our communities, prioritizing local organizations that build inclusive and resilient communities, particularly in emerging economies.

Fundación MarViva

By partnering with Fundación MarViva, we worked to elevate sustainable fishing practices and provide e-commerce tools for environmentally responsible artisanal fishermen in Latin America to grow their businesses.

The promotion of marine sustainability and the support of coastal families, many of whom are living in extreme poverty, help to build more inclusive and resilient communities at the local level. Additionally, Moody's employees engaged in skill-based volunteering events aimed at helping MarViva tackle some of its organizational strengthening needs through, for example, virtual training sessions.

2021 focus area summary¹

(\$)	\$308,000 invested
	37 countries served
	100% efficacy rate
(4)	62,000 total reach
Q	57 % female

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¹ Measured using Mission Measurement's Impact Genome Project methodology. Data is reflective of programming that was active in the calendar year and is not reflective of all Moody's grant partners.

VOLUNTEERING OUR EXPERTISE

We encourage employees to apply their knowledge and expertise to help strengthen their communities through company-wide volunteer initiatives, such as:

- » Moody's TeamUp®, which unites people in local offices and across business groups to complete service projects in their local communities;
- » Moody's Future Solutions[™], our pro bono volunteer program, uses the professional skills of our employees to help nonprofits build capacity and solve pressing challenges;
- » Moody's Impact Leaders program, a global network of employees playing leadership roles in shaping our strategy and initiatives in their local offices; and
- » Moody's Up2You, which encourages collaboration among Moody's colleagues to host events and activities that support eligible nonprofits.

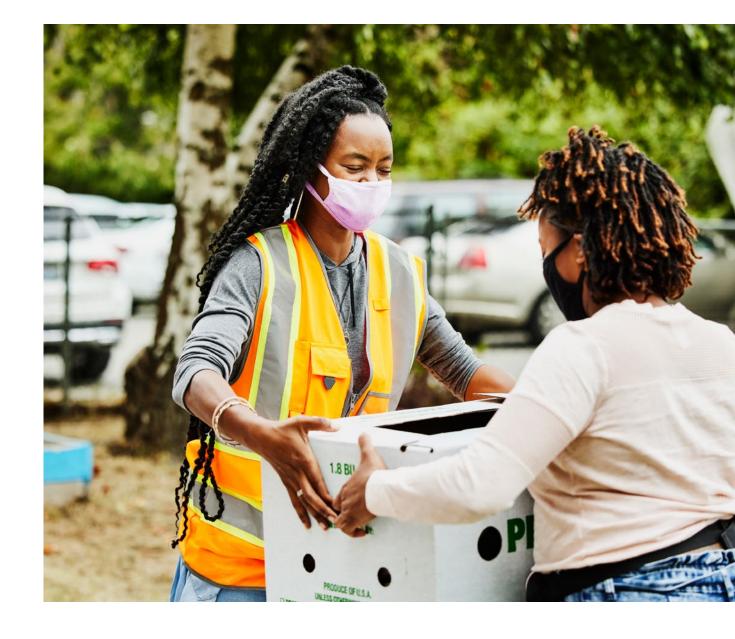


Our employees contributed 11,238 volunteer hours to their communities in 2021.

Following a successful global immersive Moody's Future Solutions™ program, Moody's and SynTao Green Finance (a Moody's minority affiliate based in China providing ESG data and analytics services) supported the Institute for Sustainable Development Goals of Tsinghua University to establish the assessment framework for ESG / sustainability development of regional and local governments in China.

Additionally, a number of our employees and leaders sit on the advisory and governing boards of the organizations we support and provide strategic guidance. Some of these organizations include Asian Venture Philanthropy Network, Asociación Conciencia, Girls Inc., Hetrick-Martin Institute, Prep for Prep, Village Capital, Youth About Business and WEConnect International.

For more information on our policies regarding communities, see Additional Resources.



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To learn more and to contact us, please visit: moodys.com/sustainability

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