

# FRANCE EQUAL PAY INDEX 2022





## Moody's France Equal Pay Index 2022

At Moody's, we strive to create an environment where all our employees can be their authentic selves because we know our success relies on our diverse and inclusive culture.

We realise it takes continuous commitment to create lasting change; and are pleased that the policies we have put in place to hire, develop and retain diverse talent have helped us increase our score for Moody's Analytics SAS (MA). This year, both MA and Moody's France SAS (MIS) scored over 80/100 overall, above the required 75/100 threshold.

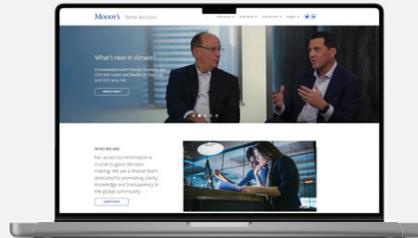
We review our pay practices globally every year to ensure pay equity across comparable roles, and our gender pay gap data continues

to reflect the relative representation of men and women at the most senior levels.

Moody's invests significant resources into our global recruitment, talent planning and development initiatives. We have set ambitious global goals to increase the representation of women at all levels by 2025. In France, we have also introduced specific policies designed to increase diversity in our French offices.

Our experience during the pandemic has brought flexible working to the top of the agenda, and as we transition to a hybrid working model, it is essential that we embed the positive impacts and lessons from the pandemic for all our employees.

We are confident that many of the new ways of working we are exploring could help to attract and retain women and others in underrepresented groups, for example, through offering greater flexibility to work outside their normal location, in France and across our business globally.



Learn more: [about.moody's.io](https://about.moody's.io)

“At Moody's we're proud of our diverse, equitable and inclusive culture. We support women at all stages of their career through dedicated global programmes, and focus on attracting and retaining diverse talent.”



Rob Fauber  
*President & Chief Executive Officer  
Moody's Corporation*



## Moody's French Equal Pay Indices

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.

Points are assigned to each indicator, with a total of 100 points. The sum of all the points earned then indicates the Company's annual score and its performance in terms of equal pay.

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

MA achieved the highest possible score in 3 out of 5 and MIS in 2 out of 4 categories respectively. Areas highlighted with lower scores are driven by a combination of a lower proportion of women in senior positions and relatively low turnover of these roles.

We will keep learning from and responding to the data to make improvements that add to our momentum. For example, in France, we continuously review the indices for MA and MIS to identify and address gaps proactively and seek to identify high-performing women. In 2022, we will launch a new mentoring program for French women employees to support and help them achieve their potential to be included within the top ten salaries indicator. We also leverage our external memberships, including the "Paris Women's Network", to attract diverse applicants for senior roles.

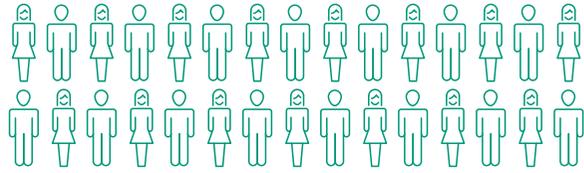
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At Moody's, we are confident that men and women performing the same role are paid equitably. We have rigorous compensation setting practices and review pay across comparable roles every year.

## Our Global Workforce

Last year, we set ambitious global goals to increase the representation of women at all levels.

**13,000+**  
Moody's  
employees



Present in  
**40 countries**



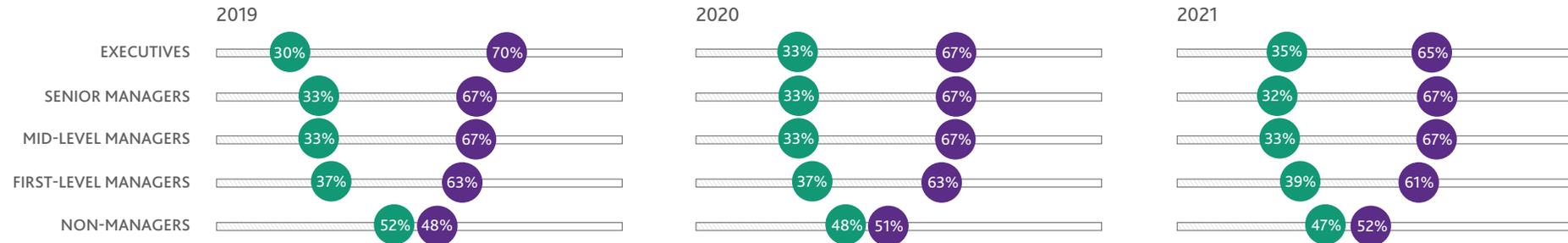
## Our Global Diversity Goals

**50%**  
minimum representation of  
women globally at entry level  
programmes<sup>[1]</sup> annually

**8%**  
increase in the number of women  
globally at "officer"<sup>[2]</sup> levels and  
above by 2025



## Gender statistics: Global Workforce<sup>3</sup>



<sup>3</sup> The data represents employees that are integrated in our IT systems. For 2020, this coverage is approximately 85% of the total Moody's full-time equivalent employees as reported in the 2020 Form 10-K. Non-employees (such as non-payroll consultants) and temporary employment workers (such as interns) are excluded from the analysis. Headcount as of December 31 of respective year.

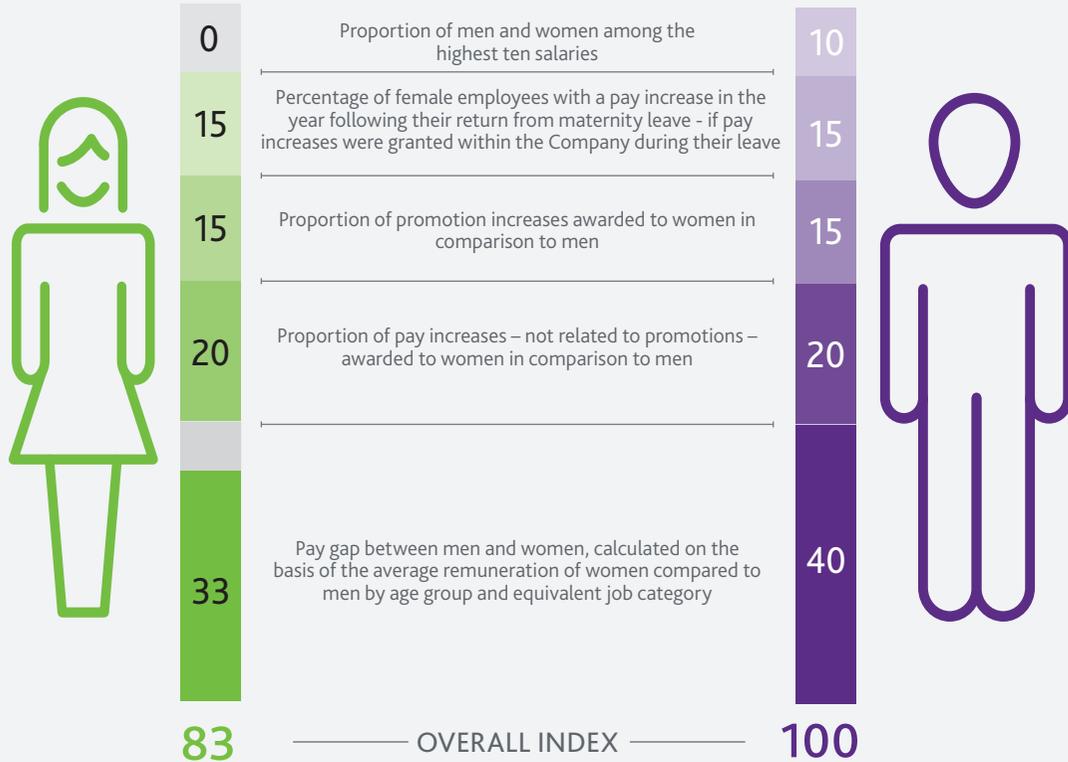


<sup>1</sup> Entry level programmes include Moody's summer internship annual hiring, MA Technology Rotational Programme (MATR) annual hiring, and associate analyst 3 hires MIS in Ratings and Research Support (RRS) on an annual basis.

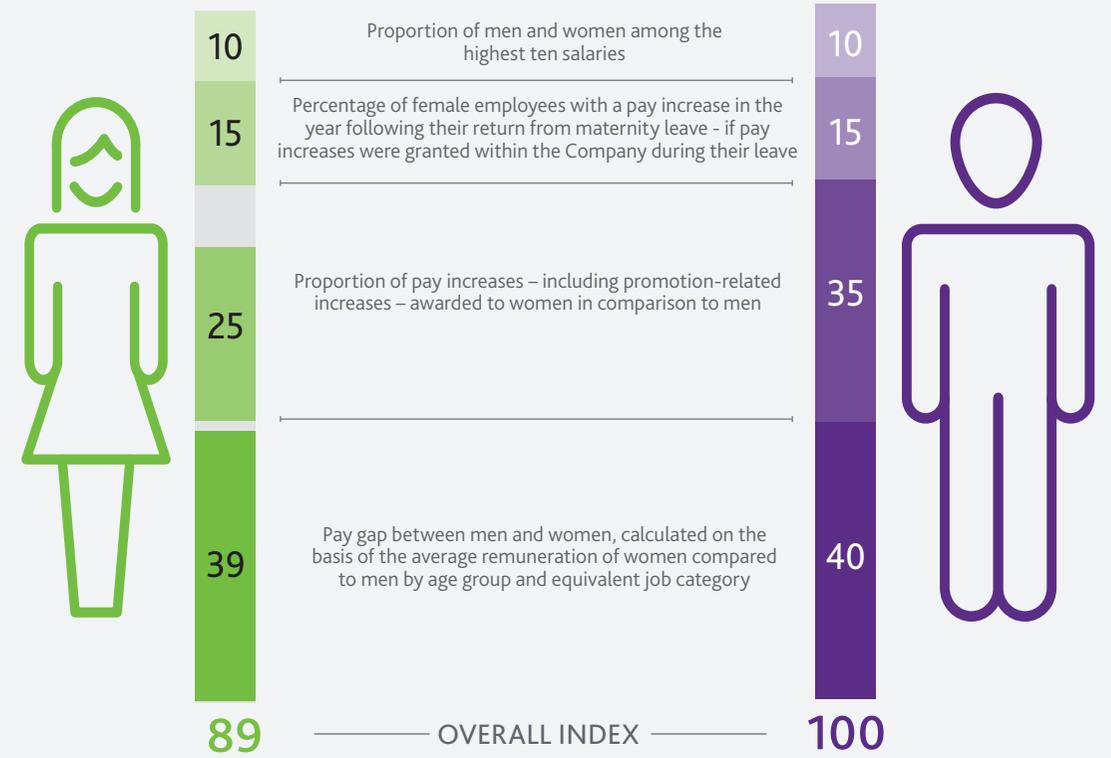
<sup>2</sup> Assistant Vice President/Assistant Director/Associate Director level and above from a 2020 base year.

# Moody's Gender Equality Index

## Moody's Analytics SAS (MA)



## Moody's France SAS (MIS)



## Moody's focus on gender equity

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. Some examples include:

### Senior Women's Leadership Development Programme

Moody's Senior Women's Leadership Development Programme, launched in 2014, is a twelve-month development opportunity for senior level women to expand their leadership capabilities through classroom trainings, executive coaching, cohort networking and senior leader meetings.

### Moody's RE-IGNITE

In 2022, we plan to expand our RE-IGNITE programme, designed for people wishing to restart their careers after a minimum 2-year career break, to France. Through this programme, Moody's aims to increase diverse representation, especially women and mothers, and attract top talent by providing support, guidance and mentorship.

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We believe our global approach is the right way to foster diversity, equity and inclusion (DE&I) across our business.

### Embedding diversity into the workplace of the future

We are confident that transition to a more flexible working model will help us bring the right ideas, talent, and resources together to deliver the best outcomes for our employees and customers.

We are confident that offering greater flexibility will help us attract and retain more women at all levels, and enhancing DE&I will be a key consideration as we develop our new working model. For example, we are exploring ways to offer more flexibility on working location, and will provide managers with additional tools to enable employee growth and development as part of a long-term hybrid working environment.



“We are firmly committed to providing a supportive workplace where all employees can thrive as their authentic selves. Our diversity strategy focuses on hiring diverse candidates and elevating non-traditional employees to leadership positions, with a focus on empowering women leaders on a global scale.”



DK Bartley  
CDO - Chief Diversity,  
Equity & Inclusion Officer



“The pandemic has fundamentally changed our way of working, and it is especially important to me that we take this opportunity to embed positive changes that will help us attract, retain and progress diverse talent. In particular, flexible working can help widen our pipeline of current and future leaders, especially women, and we have built our “workplace of the future” model with this in mind.”



**Ryan Oliveri**  
SVP - HR Regional Partner  
Moody's Corporation

“Moody's Women's Business Resource Group provides many opportunities to make a difference on the issues that matter and gives everyone a voice in how to make Moody's more diverse, and ultimately a great place to work. In 2021 the group invited all MA employees France to come together to discuss opportunities to foster greater diversity, and we're taking concrete steps to put these ideas in place.”



**Katrin Muller**  
Director Sales  
Moody's Analytics

“From the global goals set by Moody's board, to the vibrant Women's Business Resource Group in France and tailored local HR policies, all stakeholders feel empowered to support our shared aim of promoting gender diversity across the organisation; and we see significant steps continue to be made.”



**Mauricette Salque**  
Associate Managing Director  
Moody's Investors Service

**Moody's Business Resource Groups**

Moody's Women's Business Resource Group (BRG) is one of seven formal BRGs, with 40 regional chapters across the Americas, EMEA and Asia-Pacific (APAC), focused on fostering the recruitment, development and retention of diverse and talented individuals.

In addition to our Women's BRG, women's leadership and contributions to our Veterans, Multicultural, Minds (mental health), Pride (LGBT+), Generational, Black Inclusion Group and EnAble BRGs help us foster an inclusive and intersectional approach to DE&I.

**Find out more**  
You can find out more about our approach, including our global DE&I Report at: [about.moody.io/diversity](https://about.moody.io/diversity)

# MOODY'S

[moodys.com/about](https://moodys.com/about)