



Diversity, Equity and Inclusion

2021 Report



A note from our Chief People Officer

At Affirm, our mission has always been to deliver honest financial products that improve lives. 2021 was an exciting year for us to champion this mission as a public company and amplify the success of not just our customers and merchants—but Affirmers alike. We're proud of the progress made on our commitments to underrepresented groups and the efforts made to better understand the cultural landscape across each country we hire in. Over the past year we more than doubled the rate of Black new hires from the year prior and nearly tripled the number of Black Affirmers at the VP+

level. We're going to continue investing in Black, Latinx, women, and veteran talent with the help of our Nextplay and BreakLine partnerships. In addition to our progress internally, Affirmers came together with Affirm Cares to fund grants for organizations supporting financial literacy and food insecurity in our broader communities. **It's On Us** is a value that resonates with me as we navigate DEI work during these times. Our teams have done amazing work this past year, and we look forward to building upon this. It's not just about the work Affirm does, but the work we all do to grow.



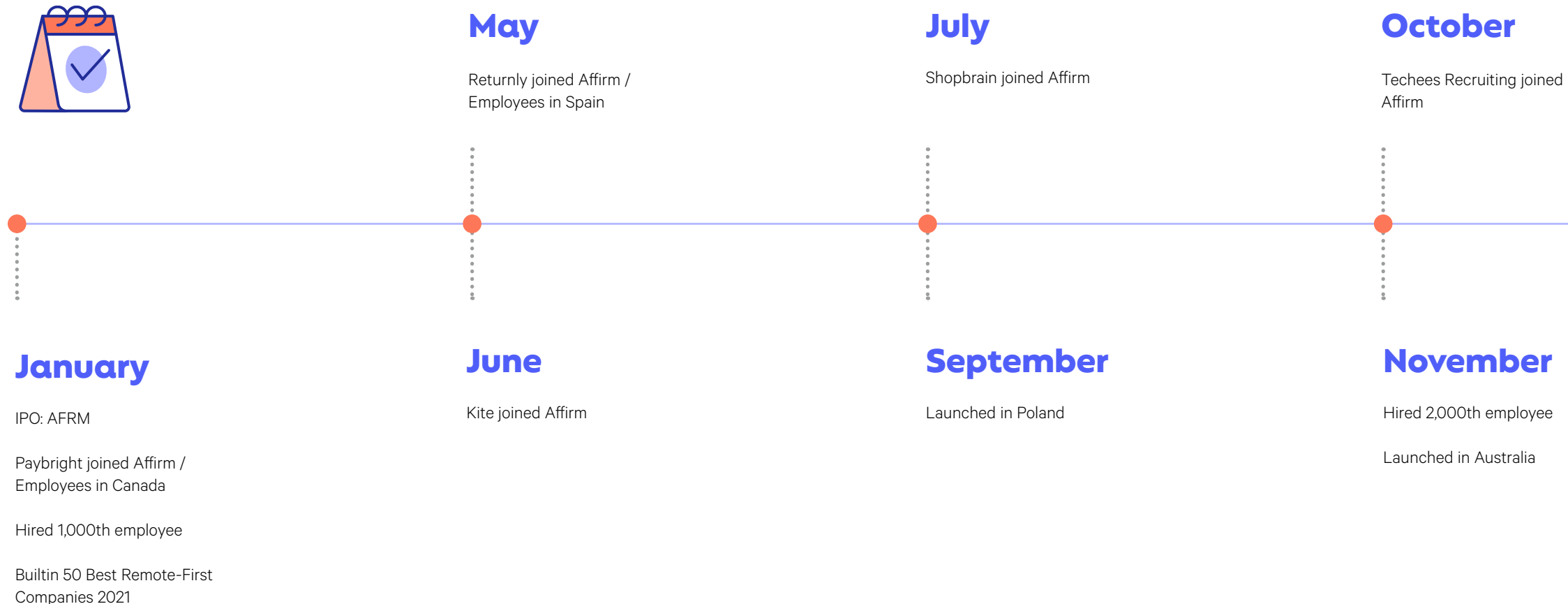
Jude Komuves
Chief People Officer



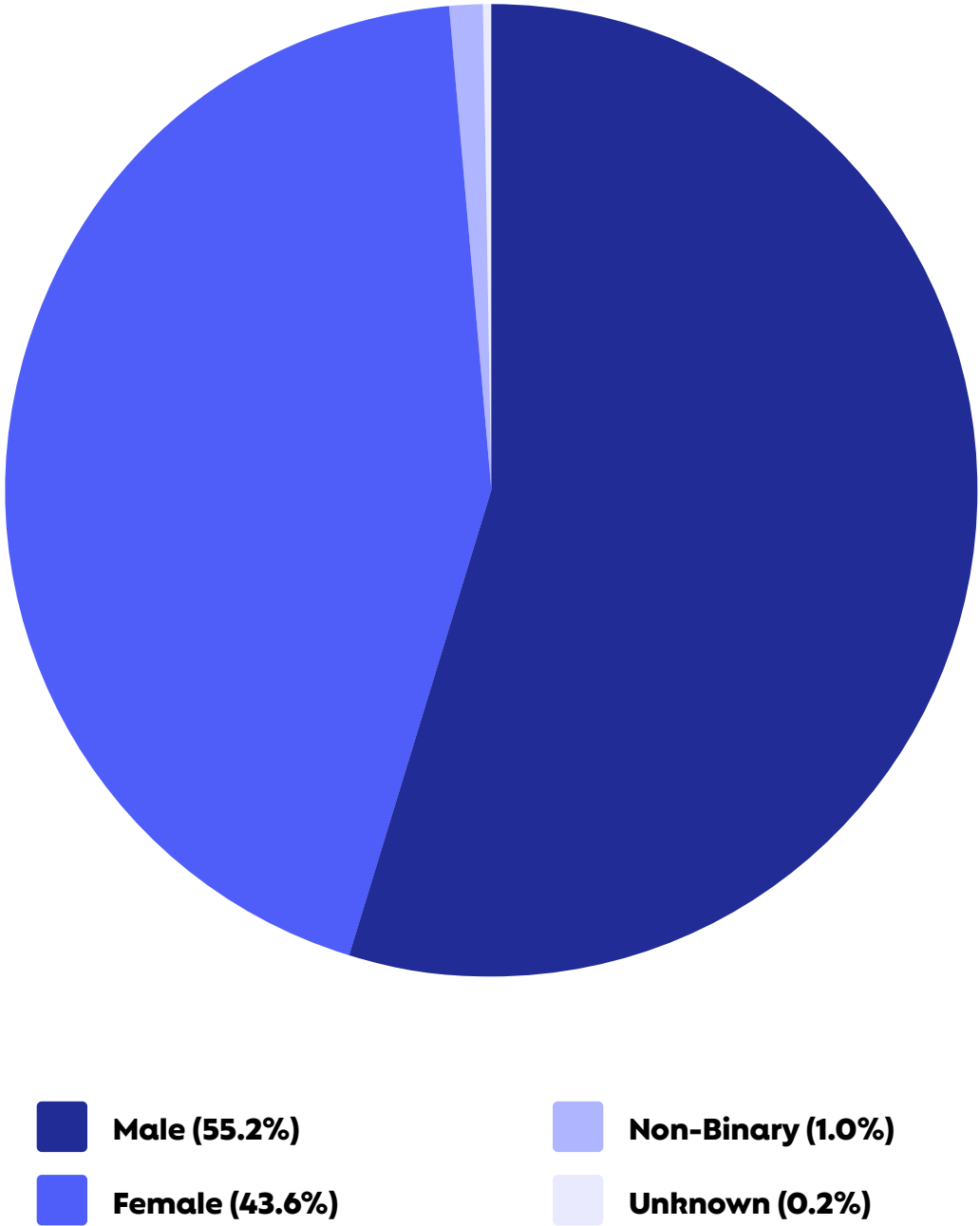


Growth & Expansion

In January, Affirm became a public company, and that was just the start. The year was filled with exciting milestones—including some incredible accomplishments to drive forward our DEI efforts with employees and partners.

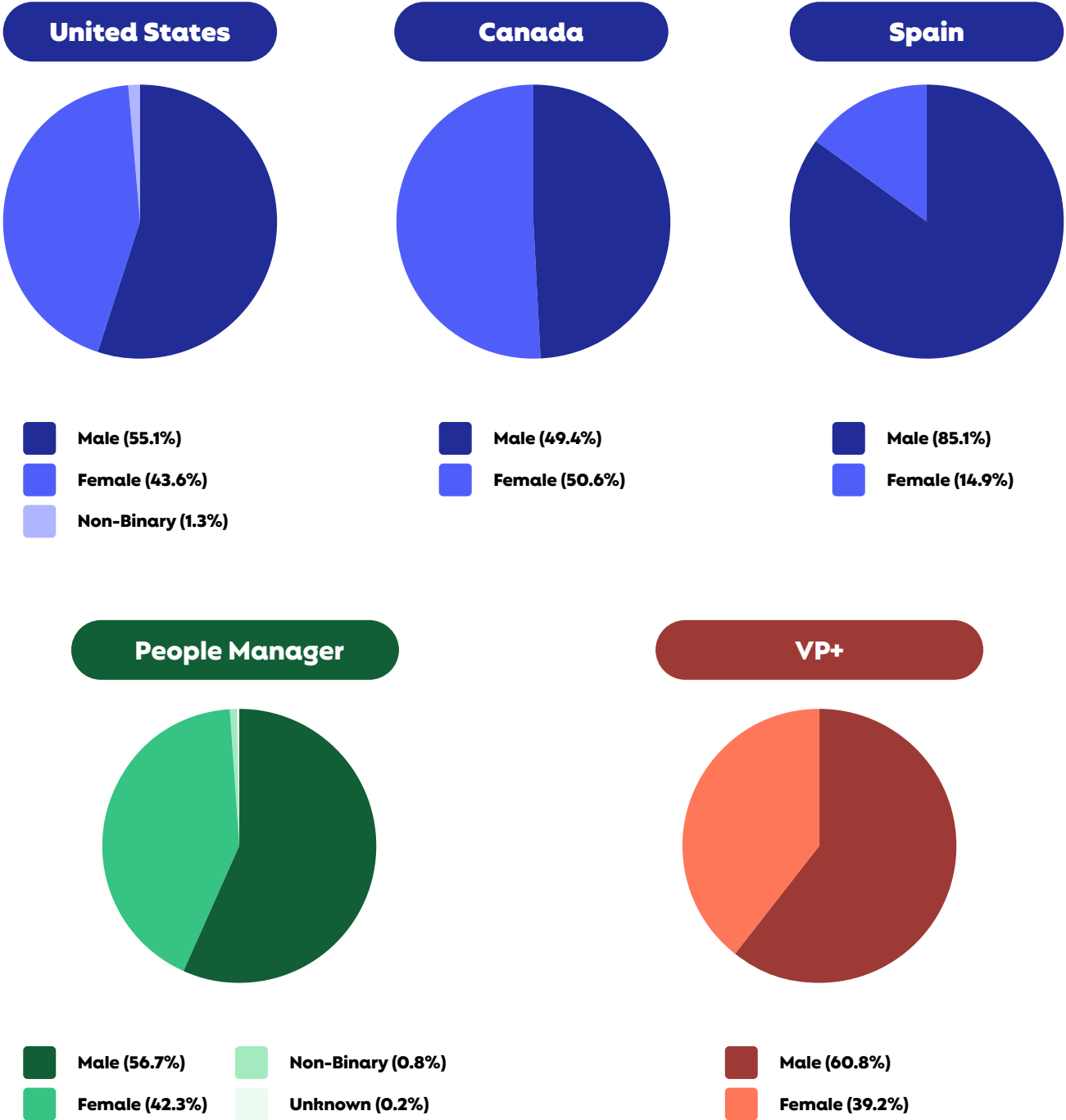


Companywide Gender



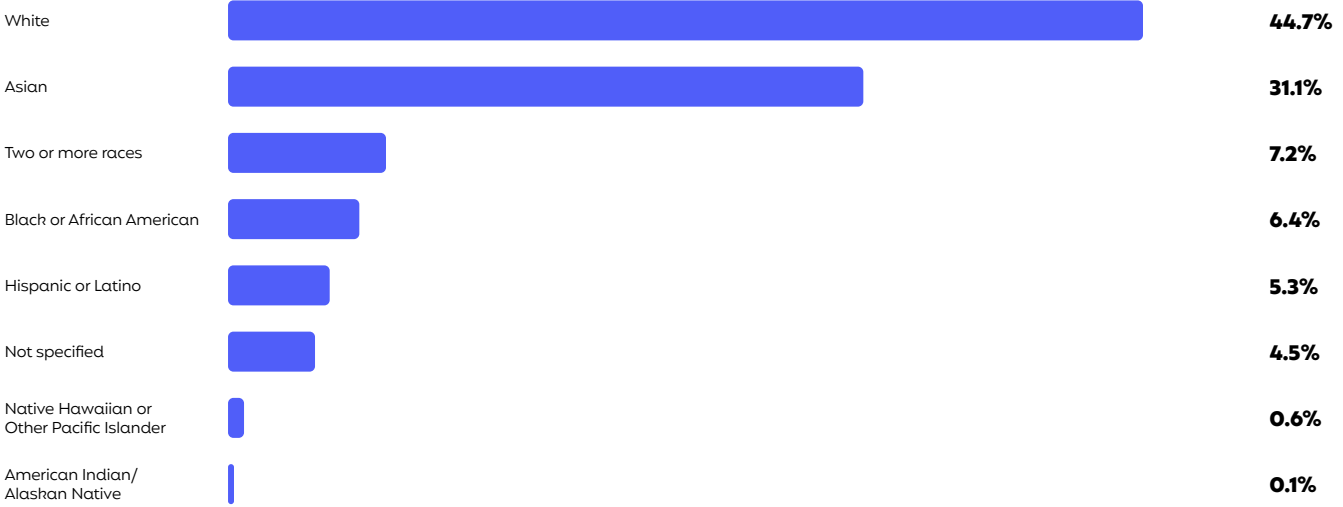
Our data for race/ethnicity is limited to the U.S. only due to differing standards and laws in the various countries where Affirm has employees. We're reporting data for countries with 5 employees or more.

By Country and Total (Excludes Poland & Australia)

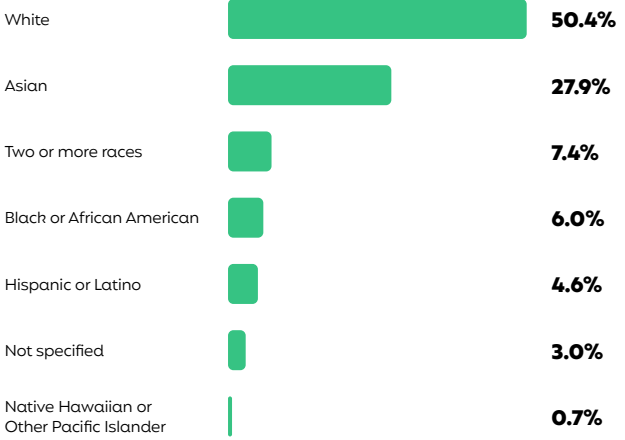


Companywide Race & Ethnicity

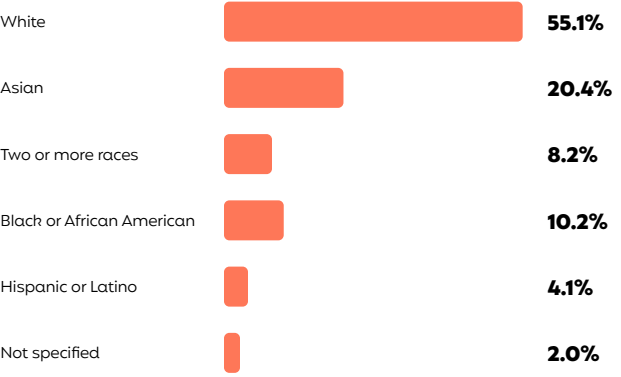
U.S. Only



People Manager



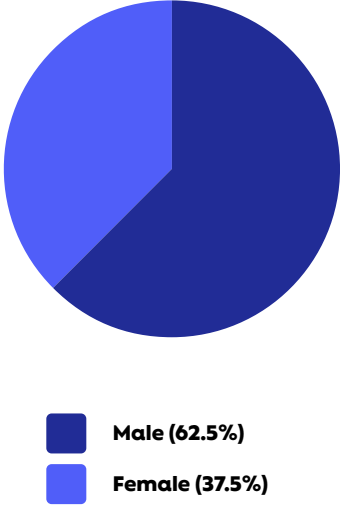
VP+



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Board of Directors

Gender



Race/Ethnicity



2020 vs. 2021 Comparison

Gender

Companywide

	2020	2021
Male	56.2%	55.2%
Female	42.8%	43.6%
Non-Binary	1.0%	1.1%
Unknown	-	0.2%

People Manager

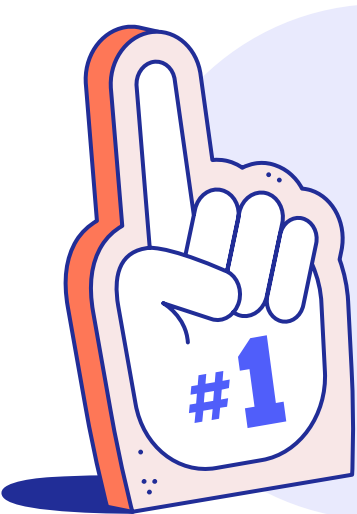
	2020	2021
Male	53.5%	56.7%
Female	45.8%	42.3%
Non-Binary	0.6%	0.8%
Unknown	-	0.2%

VP+

	2020	2021
Male	62.1%	60.8%
Female	37.9%	39.2%

Tech People Manager

	2020	2021
Male	81.0%	80.3%
Female	18.0%	17.5%
Non-Binary	1.0%	1.5%
Unknown	-	0.7%



Race & Ethnicity

Companywide

	2020	2021
American Indian / Alaskan Native	0.0%	0.1%
Native Hawaiian or Other Pacific Islander	0.9%	0.3%
Two or more races	4.7%	4.4%
Black or African American	4.7%	6.3%
Hispanic or Latino	7.3%	7.4%
Not specified	6.7%	7.7%
Asian	31.5%	30.4%
White	44.2%	43.5%

People Manager

	2020	2021
Native Hawaiian or Other Pacific Islander	1.3%	0.2%
Two or more races	4.2%	5.1%
Hispanic or Latino	6.4%	5.6%
Black or African American	4.5%	6.8%
Not specified	7.1%	8.4%
Asian	27.2%	26.9%
White	49.4%	47.0%

VP+

	2020	2021
Not specified	8.8%	2.1%
Two or more races	2.9%	6.3%
Hispanic or Latino	2.9%	6.3%
Black or African American	2.9%	10.4%
Asian	23.5%	20.8%
White	58.8%	54.2%

Tech - People Manager

	2020	2021
Not specified	14.0%	2.1%
Hispanic or Latino	8.0%	6.3%
Black or African American	3.0%	6.3%
Two or more races	5.0%	10.4%
White	37.0%	20.8%
Asian	33.0%	54.2%

Note: Thanks to Affirmers' high response rate to our self-identification survey (see page 16), we now have access to much more accurate demographic data. In our prior years' DEI reports, we exclusively used government recognized EEO race/ethnicity categories that are more limiting and less inclusive. As a result of our change to using self-identification data, the 2020 data stated in the comparison tables above differs from the previously published data in our 2020 report.



Affirm's 2021 DEI Goals

In 2020, we set three company-wide DEI goals. Here are our goals and our progress towards them.

Hire and promote more leaders from underrepresented groups, especially Black leaders

This goal was created not only because it's the right thing to do to increase representation that reflects our talent pool, but also because Affirmers specifically called for the advancement of Black Affirmers in our engagement

surveys. We focused on hiring and promoting internal employees from all underrepresented groups (URGs), especially Black leaders, across all levels of our organization.

We more than doubled the rate of Black Affirmers hired in 2021 vs. 2020, both through new recruiting programs (see page 24) and maintaining our recruiters' focus on people from URGs.



Along with our higher hiring rate, we raised the overall representation percentage of Black Affirmers and Black people managers in 2021, and tripled the number of Black VP+ Affirmers.

	2020	2021
Black Affirmers overall	4.4%	6.3%
Black people managers	3.9%	6.8%
Black VP+	3.3%	10.4%



We want to highlight a few Black senior leaders who joined Affirm in the last year and have already made a major impact on the success of our company.



Brooke Major-Reid

Chief Capital Officer

Brooke leads the Capital Markets team at Affirm, which includes Capital Markets, Treasury, Bank Partnerships, and Quantitative Markets. She is a seasoned finance and strategy professional with over 20 years of experience including expertise in short-term credit products origination, marketing, and analytics; institutional capital raising; and business development. Brooke is a member of Affirm's Diversity & Inclusion Steering committee (DISC, see page 19) and an executive sponsor for Affirm's Black@Affirm ERG.

Nia Evans

VP, Client Success

Nia leads Client Success for large, strategic relationships at Affirm, including Amazon. Nia brings more than 20 years of experience to Affirm in the areas of strategic marketing, business analysis, and partner relationship management across Payments/Financial Services and various other industries.



Sibongile Ngako

VP, Consumer Compliance

Sibongile leads the global Compliance team at Affirm, including building the Compliance Management System and leading the Financial Crimes Compliance program. Sibongile's career in compliance and risk management spans over 20 years. Sibongile is a member of Affirm's Diversity & Inclusion Steering committee (DISC, see page 19)

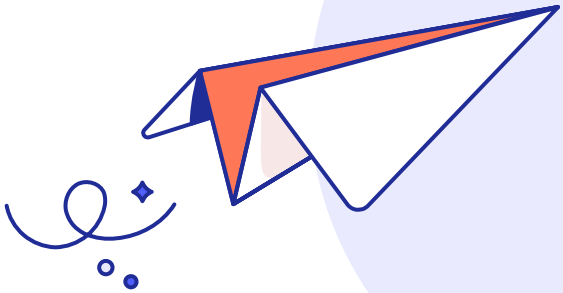


Improve the collection of additional demographic data and set new goals

We expanded the collection and measurement of demographic data as a foundational step for setting new goals (see 2022 Goals, see page 33).

At the beginning of 2021, we launched a voluntary self-identification survey to all Affirmers, and asked new Affirmers to voluntarily submit their survey within their first month. More than 80% of U.S.

Affirmers voluntarily submitted their demographic information, which was expanded to include more options for gender and race/ethnicity compared to the traditional government-recognized categories. This allowed Affirmers to select a demographic they closely identify with. Affirm also invested more deeply in building the foundations of our data warehouse, tools, and people analytics function to drive data-driven decisions. This ensures all Affirmers have the opportunity to thrive—keeping us consistent with our commitment to putting people first.



Increase diversity, equity, and inclusion by implementing new and enhanced policies and initiatives

We focus on policies that enable us to grow and advance underrepresented groups at Affirm. As we plan and launch new initiatives, we continue to evaluate our current DEI policies for effectiveness with a primary purpose of building a sense of equity and belonging while retaining current Affirmers in URGs.

Affirm has always been focused on ensuring our compensation practices are equitable. Given our rapid growth and our shift to being a remote-first public company, we did a deep dive on all of our compensation practices to ensure they

would support our objectives as we scale, and remain aligned with our values of No Fine Print, Simpler is Better, and People Come First. In connection, Affirm rolled out a new compensation framework (“Comp 2.0”) to ensure we have a scalable structure that supports our employees no matter where they choose to work.

The DEI team also launched [Suggestion Ox](#), an online feedback platform that allows for two-way communication between Affirmers and the DEI team while maintaining anonymity. With over 2000 employees in five countries, the DEI team wanted to ensure Affirmers had a way for their voices to be heard around DEI topics. This platform also helps us keep a pulse on DEI sentiment within Affirm and external events impacting Affirmers.



AFFIRMER ACTIVATION

How we brought more Affirmers into our DEI work

To expand the reach of our DEI work across the company, in alignment with Affirm's value of **It's On Us**, we activated Affirmers into engaging more proactively with our DEI work in several ways.

DEI working groups

In 2020, Affirm launched DEI working groups—a collection of Affirmers contributing to DEI initiatives through various projects. Our Engineering DEI working group focused on six workstreams that are critical milestones in the employee lifecycle: recruiting, feedback & development, storytelling & inclusion, integration with people programs, women in mentorship program, and women in Engineering community group. The result was an activation of engineers across multiple levels taking action on making tangible changes to improve the state of DEI in Engineering. A few examples of the resulting work are listed below.

- Updating Engineering's Feedback and Development framework to include DEI contributions.
- Launching the [Stereotype Threat in Interview Guidance blog post](#) and including that content into Engineering Individual Contributor interview training.
- Founding of the [Women in Engineering Community Group](#), which grew to 75 members by the end of 2020.

In 2021, we realized there was an opportunity to enable other organizations across the company to contribute to the work as well. As a result, we launched a DEI working group in our Commercial organization, and we are in the early stages of launching a DEI working group in our Finance organization.

Diversity & Inclusion Steering Committee (DISC)

DISC was created in 2020 to ensure that we had senior leaders across the company providing strategic guidance around important DEI initiatives at Affirm, champion DEI initiatives within their own departments, and deepen DEI thought leadership within the company. In 2021, the committee entered its second year with leaders from Engineering, Finance, Operations, Legal, and People. DISC continues to meet bi-weekly to discuss and advise on all things DEI at Affirm—including potential new




projects with a DEI impact, current events affecting Affirmers, results and actions from our Engagement & DEI Survey, and more. DISC members are also DEI champions within their departments, bringing back important information and guidance and championing departmental DEI working groups (see page 19).

“DISC is one of many organizational commitments by Affirm to embed DEI into each organization by giving space and resources to cross-functional leaders to collaborate on and assess initiatives that promote representation and inclusion within their organizations and across Affirm. It’s incredibly rewarding to work with passionate leaders who are committed to tackling complex DEI issues, not just through words but action.



Zina Deldar
Director Employment & Litigation
and DISC member

“Participating in DISC has been an illuminating experience. It’s a great forum for getting a broader, Affirm-wide perspective on challenges and opportunities, for sharing about efforts and learnings within my function (Engineering), and for collaborating with a passionate group of leaders invested in advancing DEI at Affirm. I look forward to helping weave company-wide and Engineering DEI efforts into an increasingly strengthened whole, which DISC enables.



Linda Nguyen
Director Software Engineering
and DISC member



Expanded unconscious bias training

We continued to conduct unconscious bias training to help all Affirmers understand how unconscious bias undermines DEI, effective decision-making, collaboration, and more. These trainings inspire Affirmers to engage in behaviors for managing bias and that create more effective leaders, more productive teams, and a more inclusive organizational culture. We ramped up our training efforts this year, increasing the percentage of trained Affirmers to nearly 80%, and the number of trained people managers to nearly 80%—keeping pace with our record growth. Close to 90% of attendees who completed the post-training survey would recommend it to a colleague.

To achieve our high rates of training completion, we worked with our training partner [Paradigm](#) on a train-the-trainer model, enabling our internal DEI team members to deliver Paradigm’s training in-house. We also launched Paradigm REACH, a self-guided version of live training that Affirmers can take on their own time at their own pace. In addition, we’ve incorporated concepts from unconscious bias training into our new hire orientation, performance management training, and people manager trainings. The lessons from this training are woven into how we work at Affirm, not just in a one-off training.

Unconscious bias training post-session survey quotes

“

I found all the tips for strategies to bring into our own workflows very helpful! I'll definitely be incorporating the strategies into my own work.

“

The fact that this training is a part of new hire onboarding just confirms for me that I am at the right place - I am so proud to work for Affirm and represent their values of inclusivity and diversity.

“

As someone who believed they knew quite a bit on unconscious bias– there is always more to learn– and this was a great way to get that information across!

Recruiting focus groups

Listening to impacted groups is invaluable in DEI. So we held numerous recruiting focus groups with Affirm’s Black and Latinx ERGs as part of our goal to increase the talent pipeline from these communities. In conducting the focus groups, we had conversations with Affirmers who shared what they valued and needed from an employer and what drove them to work at Affirm.

Throughout 2021, a cross-functional project team worked on several initiatives to add focus group insights to areas of Affirm’s recruiting process. One of our initiatives, The Network Plug Initiative, sought to increase Affirm’s reach and visibility with Black and Latinx networks. The Network Plug Initiative saw several cross-functional Black and Latinx Affirmers share open Affirm roles with their networks across multiple channels (i.e., Alumni networks, LinkedIn, Twitter, Instagram, and more). This initiative garnered over 17,000+ impressions on LinkedIn alone, significantly increasing our reach with Black and Latinx communities.



Programs and Partnerships

In 2021, we expanded our recruiting programs and leveraged new partnerships to increase our visibility and pipelines with underrepresented groups.

Programs

The Upward Apprenticeship

In 2021, Affirm launched the [Upward Program](#), Affirm's first Software Engineering Apprenticeship Program—and a huge milestone for our DEI programs. Through the Upward Program, we hired seven Software Engineering Apprentices from various boot camps across the U.S. At the end of this inaugural 6-month program, we were thrilled to extend full-time offers to six of the seven apprentices, all of whom accepted and are currently full-time software engineers at Affirm. The Upward Program's success represents the power of creating opportunities and opening the door to people from non-traditional backgrounds. We'll be doubling our efforts with this program in 2022. [See here](#) to learn more about our newest full-time Engineers.

Partnerships

Nextplay

After beginning our partnership with [Nextplay](#) in 2020, we continued our investment in the partnership and attended two of their signature events in 2021, Black History & Latinx Heritage Month Spotlights. During the Latinx Heritage Month event, our SVP of Government Relations, Public Policy & Social Impact, [Ulrico Izaguirre](#), delivered a keynote to the community on career guidance, life at Affirm, and our initiative to help promote and support small and diverse businesses. Both events allowed Affirmers to network with the Nextplay community while introducing 500+ candidates into our talent pipeline.

BreakLine

In addition to continuing our work with Nextplay, in December 2021, we began a partnership with [BreakLine](#), an organization that supports people of color, veterans, and women transitioning into tech careers. We were eager to hit the ground running with this partnership in 2022 and believe the partnership will bring tremendous talent into our recruiting pipeline.



Conferences

Along with cultivating partnerships and programs to increase our visibility and pipeline of underrepresented candidates, Affirm’s attendance at URG-focused conferences is vital to building a diverse workforce. Affirm hired five candidates and engaged with hundreds more at the conferences listed below. We believe that being present in spaces that underrepresented candidates value is critical to continuing our efforts to grow the diversity of Affirm.

AfroTech World

A unique metaverse experience where Affirmers got the opportunity to network with hundreds of Black techies and their allies. The event also served as an opportunity for Affirmers to make interdepartmental connections amongst colleagues, which was invaluable in our remote-working environment.

Rewriting the Code (RTC)

An organization that supports and empowers college, graduate, and early career women in tech through mentorship, industry experience, and educational resources to become the next generation of engineers and tech leaders. In partnership with RTC, Affirm Engineers had the opportunity to participate in a career fair and speed networking sessions with women in tech.

Richard Tapia Celebration of Diversity in Computing

Affirm Engineers were excited to engage with students at our virtual booth at this conference that brings together undergraduate and graduate students, faculty, researchers, and professionals in computing from all backgrounds and ethnicities. The Tapia Conference is a staple for creating connections between talented young computer scientists and their potential future employers.

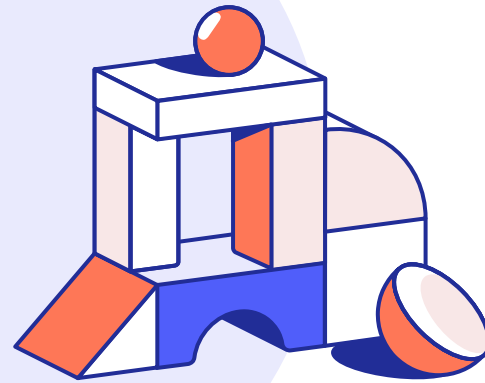


Affirm Cares Employee Foundation

The Affirm Cares Employee Foundation supports organizations that improve people’s lives by devoting our time, resources, and funding through three impact pillars: Financial Literacy & Inclusion, Technology Education & Training, and Vibrant Communities.

In 2021, Affirmers raised approximately a quarter of a million dollars directly from employees. These funds enable Affirm Cares to provide grants to diverse and impactful organizations in each of our three pillar areas, on a quarterly basis. During the year, we supported 30 different organizations to drive impact by promoting equity in job opportunities through STEM education, supporting financial literacy, and addressing food insecurity.





ERGs and CGs

Affirm currently has six ERGs and seven CGs, which are key to building belonging, inclusion, community, and pushing DEI forward at Affirm. More than 50% of Affimers are members of these groups, which plan and run everything from executive panels, fireside chats, mentorship programs, skills training, lunches, and more. The work of these groups is core to our culture and the wellbeing of Affimers.

To promote participation in our ERGs and CGs, we held our first-ever virtual ERG & CG fair in August on the [Gather](#) platform. Hundreds of Affimers attended the event to visit the individual group's booth, listen to an Affimer panel discussion, and just hang out together on a virtual beach. This well-received event brought more visibility and membership to our ERGs and CGs and built a sense of community for the Affimers who attended.

“I’m an immigrant and a member of Immigrants@ Affirm. We are together only in our choice to come to this country. Everything else about our backgrounds and our choices is different. So it’s a great way for me to learn about different cultures and celebrate the diversity that’s inherent in us. The group has helped me grow and learn in ways that I wouldn’t have without it.



Nitesh Kumar
Sr. Director of Machine Learning Engineering
and member of Immigrants@ Affirm

“I’ve loved having a space to just chat and connect with people in different roles all across Affirm. It’s also been important to have a space to vent and process things. My involvement with Amigxs has been good for my mental health and has also helped me form bonds with people in other organizations at Affirm.



Chris Reyes
Staff Software Engineer
and member of Amigxs

“In our Women@ ERG, I was mentored and empowered to find my voice, advocate for what I want, and become more confident in what I can contribute. Having a space to speak and listen to others helped me find solutions and brainstorm how to approach future obstacles. It stretches beyond career planning to touch on dealing with grief, balancing personal life and work, and family planning.



Leslie Quijano
Client Success Lead
and co-lead of Women@Affirm



Merchant & Partner Diversity

In 2020 we launched the Merchant Diversity Programs team, dedicated to supporting and promoting merchants from URGs (businesses owned by women, veterans, people with disabilities, LGBTQ+, and people of color). While there is much work to do, we are excited to continue the momentum, and to continue to build upon the initiatives we launched in 2021:

- Promoted **50+ URG merchants** through a quarterly series of internal and external-facing programs including:
 - a) Under Represented Group (URG) Merchant Spotlights during Affirm's company-wide All Teams events
 - b) Sponsored social campaigns
- Launched [Affirm's Shop Black-Owned Businesses page](#)—an evergreen page on Affirm.com that provides a directory of Black-Owned Businesses.
- Launched partnership with [Black in Fashion Council](#) (BIFC) to further our mission in creating space and opportunity for the Black community. Our pledge with BIFC signifies Affirm's continued commitment to the equality, inclusion and advancement of Black individuals at Affirm and in the way we run our business.
- Supported small businesses owned by URGs for Affirm's 2021 Employee Holiday Gift Box
- Identified over 1,700 of Affirm's merchant partners as certified as Women-, Veteran-, or Minority-Owned businesses

Understanding the business ownership among our merchants is key, in the summer of 2021, we launched **Affirm's Client-facing Merchant Diversity Survey**. Our goal with this survey is to establish our commitment to DEI within our merchant network, collect data on Affirm merchants owned by diverse communities, and share promotional opportunities with merchants that opt in.

In April 2021, disheartened by the [record number of anti-LGBTQ+ state bills introduced](#), Affirm signed the **Human Rights Campaign's Business Statement**. Affirm joined 157 other companies and business leaders in asking lawmakers across the U.S. to abandon or oppose laws that discriminate against LGBTQ+ people. We are proud to join these voices in support of our LGBTQ+ Affirmers, friends, and loved ones.

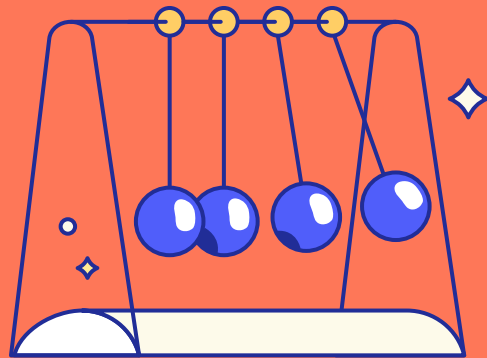


2022 goals & action plan



Set data-driven demographic goals

Affirm will analyze our current demographic data (compiled from our self-identification survey, see page 16) along with external resources to set goals for both hiring and representation for gender and for people from underrepresented racial and ethnic backgrounds.



Take an international approach to DEI

Affirm currently has employees in five countries around the world, and we plan to continue to expand our employee base into more countries. We'll be focusing on maintaining the diversity of Affirm while hiring and adjust our sourced URGs to fit each country. We'll also partner with local groups to better understand the cultural landscape, tailor our DEI approach to each country, and be more inclusive of all countries with our DEI work, including with our ERGs and CGs.

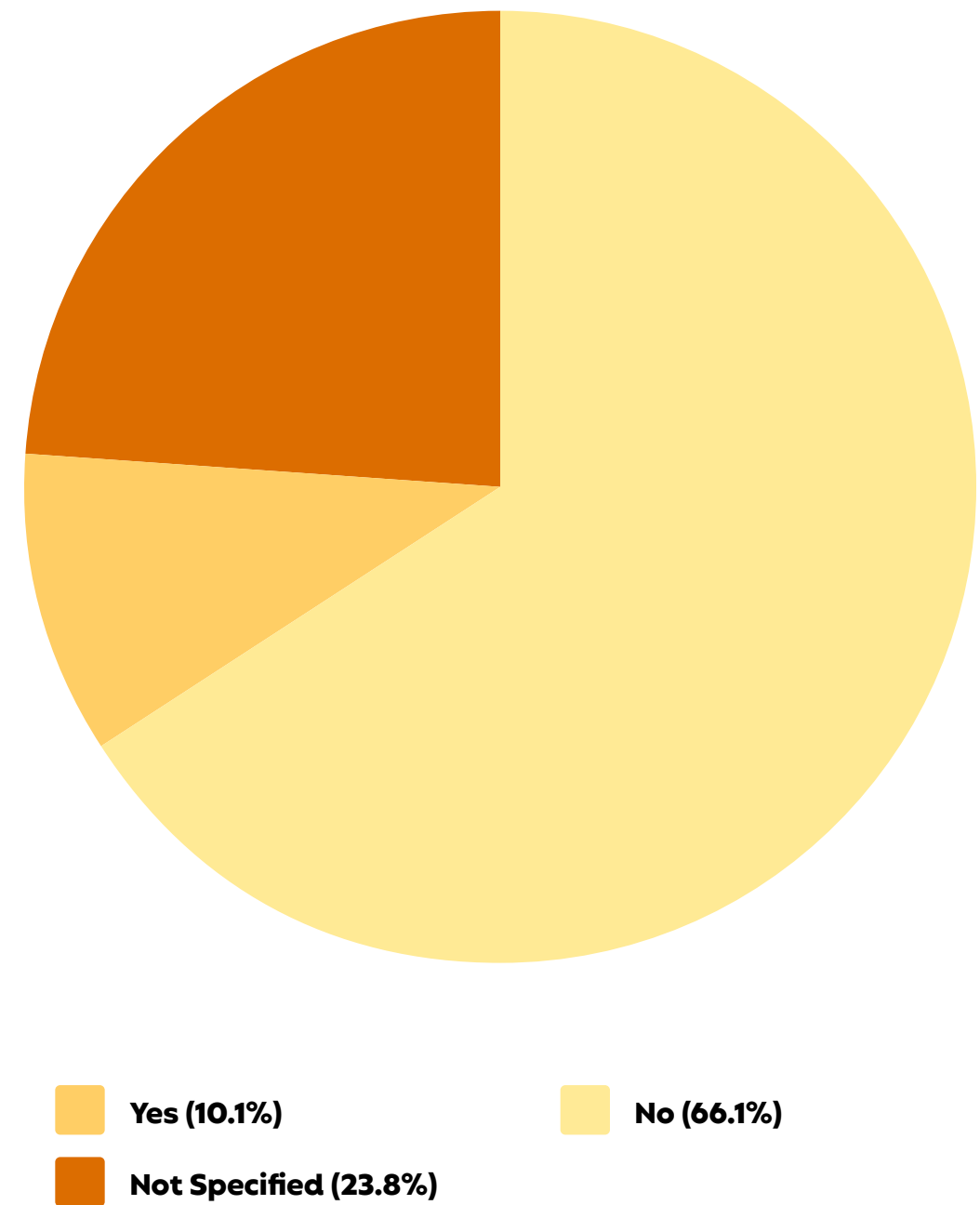


Measure and increase merchant diversity

By leveraging Affirm's Client Diversity Survey and an external data enrichment firm, Merchant Diversity Programs will gain insight into the makeup of our merchant owners and develop data-driven OKRs and scalable processes for merchant participation in the Client Diversity Survey and URG promotional campaigns. We will set new goals to increase the number of merchants that self-identify as majority-owned people from underrepresented groups (URGs) to further support and promote their business.

Appendix

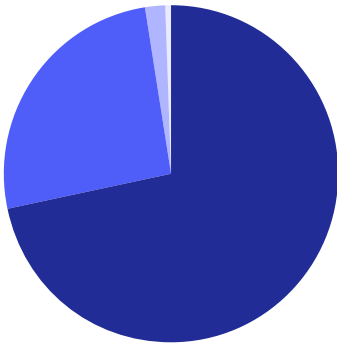
LGBTQ+ (U.S. Only)



Tech Overall

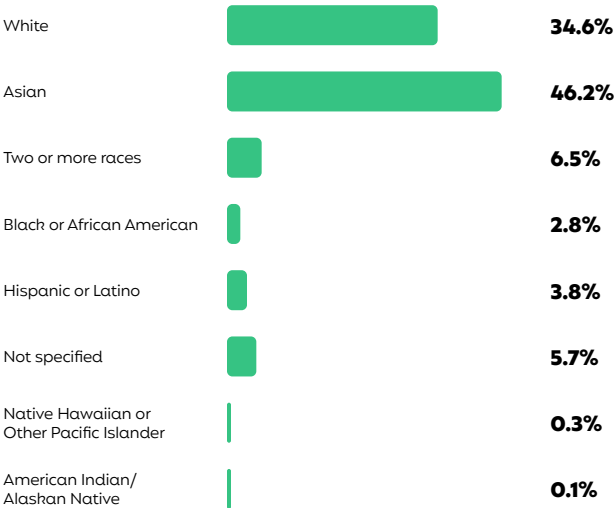
Growth Analytics, Product, Engineering

Gender



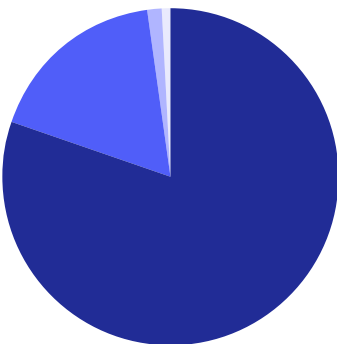
Male (71.7%)
Female (26.0%)
Non-Binary (2.0%)
Unknown (0.3%)

Race/Ethnicity (U.S. Only)



Gender

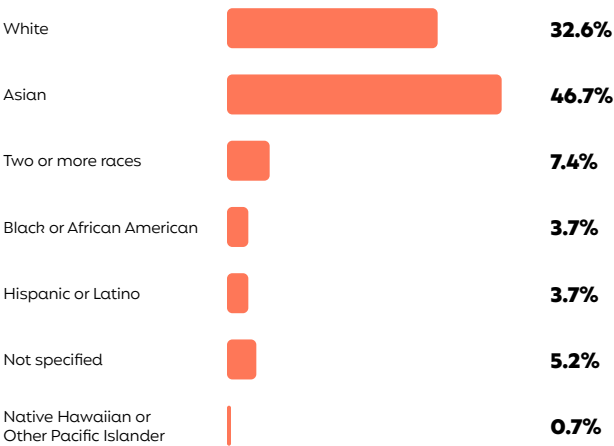
People Manager



Male (80.3%)
Female (17.5%)
Non-Binary (1.5%)
Unknown (0.7%)

Race/Ethnicity (U.S. Only)

People Manager

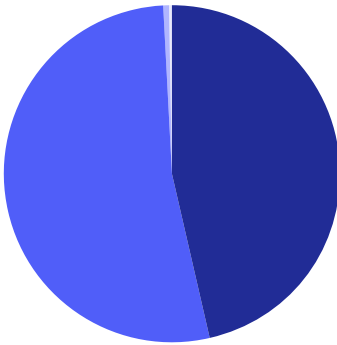


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Non-Tech Overall

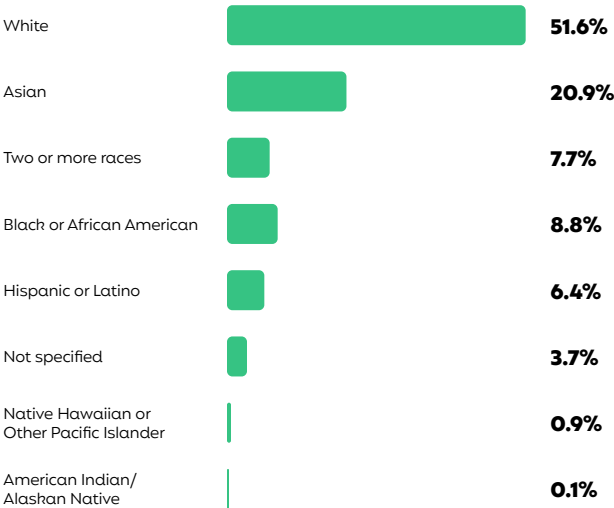
Company excluding Growth Analytics, Product, Engineering

Gender



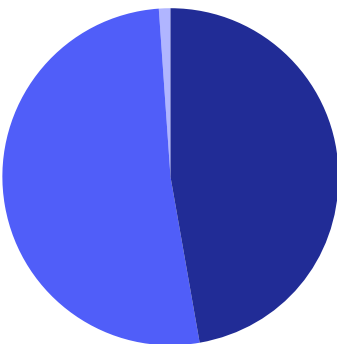
Male (46.5%)
Female (52.9%)
Non-Binary (0.6%)
Unknown (0.1%)

Race/Ethnicity (U.S. Only)



Gender

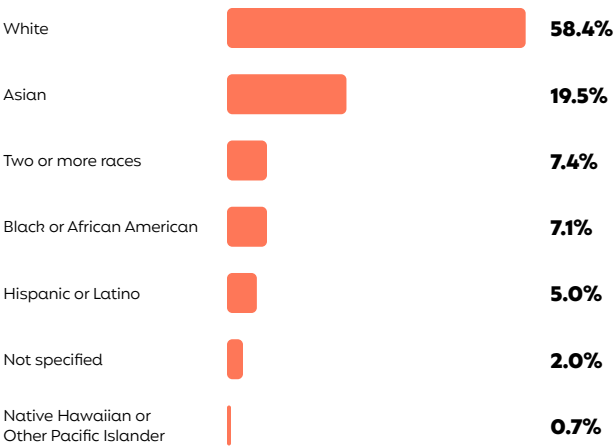
People Manager



Male (47.6%)
Female (51.8%)
Non-Binary (0.6%)
Unknown (0.1%)

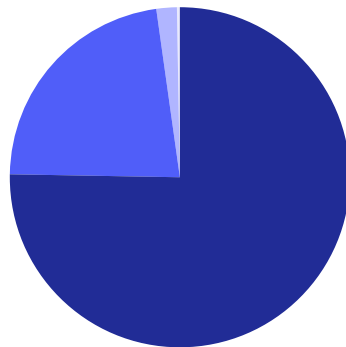
Race/Ethnicity (U.S. Only)

People Manager

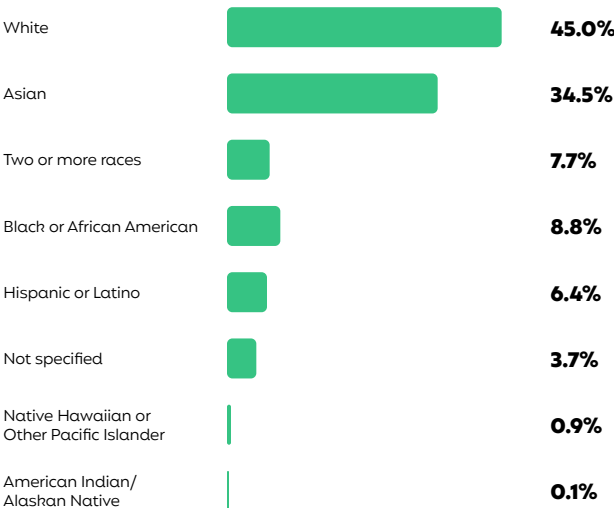


Engineering

Gender

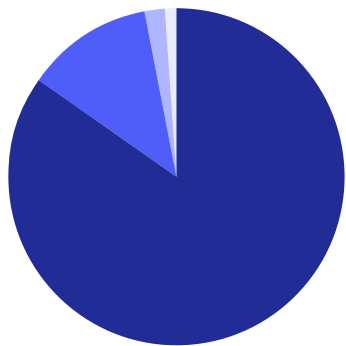


Race/Ethnicity (U.S. Only)



Gender

People Manager



Race/Ethnicity (U.S. Only)

People Manager

