



Diversity, Equity & Inclusion

2022



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01 Opening note

A note from Affirm's Diversity & Inclusion Steering Committee (DISC)

Affirm's mission—to deliver honest financial products that improve lives—became more important than ever in 2022 as we navigated difficult social and economic times, including a war, threats to human rights, inflation, and economic uncertainty.

Our mission as senior leaders across Affirm is to ensure Affirm prioritizes Diversity, Equity & Inclusion (DEI) initiatives through our work, both internally and externally.

Our commitment to DEI is anchored in our **People come first** company value and is embedded in our day-to-day work, throughout the employee experience, and in how we engage our merchants and customers.

In 2022, we reached many of our DEI-related goals, strengthening our Affirm community as a result. We built DEI across our international offices, coordinated summits for our Employee Resource Group (ERG) and Community Group (CG) leaders with a focus on psychological safety, and partnered with diverse merchants.

As we look to the future, we want to thank the Affirmers who contribute to our pursuit of an even more diverse and equitable Affirm for our colleagues, merchants, and customers. The engagement of all Affirmers in DEI is a critical component of our work as we strive for a more inclusive workplace. Together we have a responsibility to **Push the envelope** in our DEI efforts, and continue to build and sustain a sense of belonging for everyone at Affirm.

In community,
DISC

Alison Woolery
Sr. Director, People
Success & Partners

Brooke Major-Reid
Chief Capital
Officer

Hannah Hughes
Director, Consumer
Marketing

Jeff Ayars
VP, Software
Engineering

Mahi Sethuraman
VP, Software
Engineering

Marsha Nunes
DEI
Program Lead

Nitesh Kumar
VP, Software
Engineering

Sibongile Ngako
VP, Consumer
Compliance

Zina Deldar
Associate General
Counsel, Employment



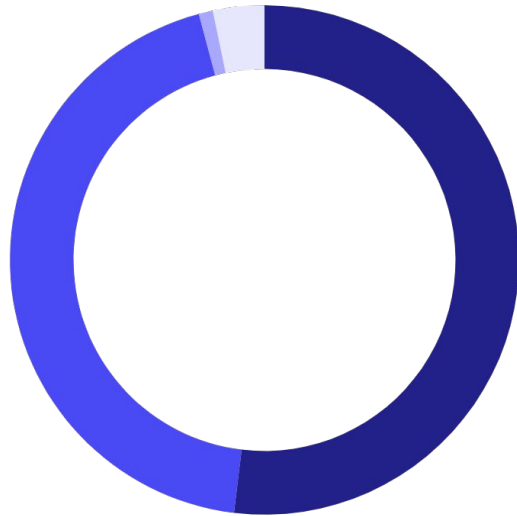
A note from our CEO

We believe that teams that actively work to become more diverse build better products. A key component of Affirm's success is our inclusive culture, where all are encouraged to show up as their authentic selves, to deliver on our mission to build honest financial products that improve lives.

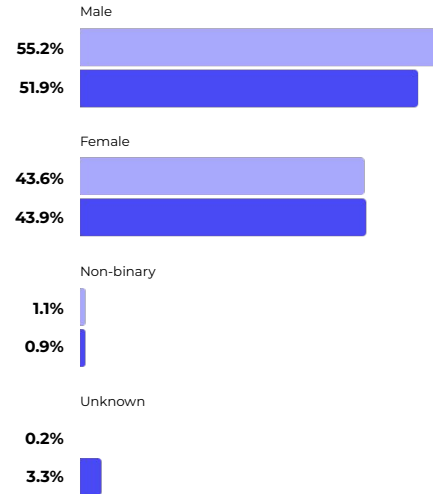
Onward,
Max Levchin

02 2022 demographics

Company-wide gender



Workforce representation by gender



2021 report 0.25 2022 report 0.75

1

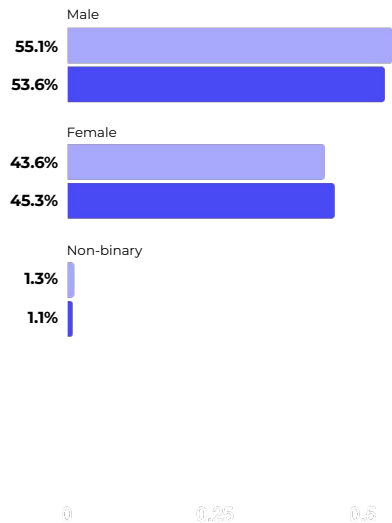
Our data for race/ethnicity is limited to the U.S. only due to differing standards and laws in the various countries where Affirm has employees. We're reporting data for countries with 5 employees or more.

"Unknown" represents employees who either declined to self-identify or for whom we have not yet been able to collect their self-identification data. Due to a process change in how we collect data, including the self-identification survey and new hire onboarding process, we have a higher percentage of unknown than we normally would expect and our process will be corrected so that, going forward, the unknown attribution will be limited to those who declined to self-identify.

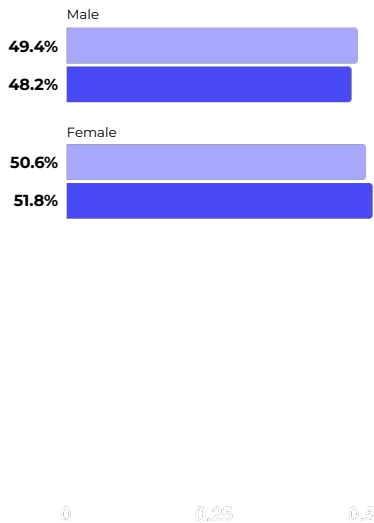
Gender

Excluding Poland, Australia, UK

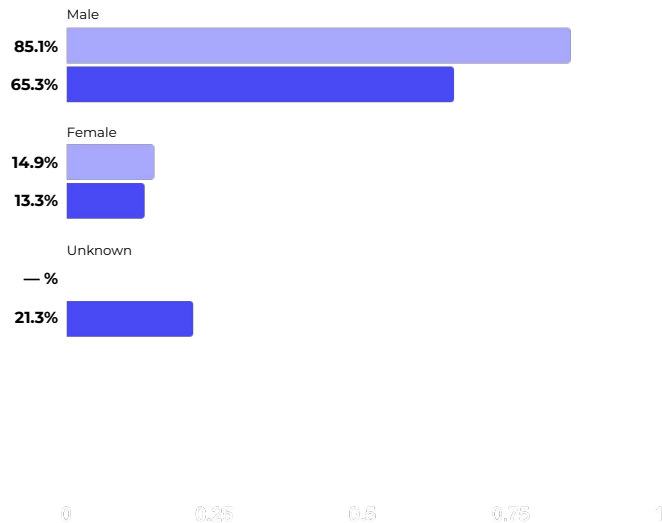
United States



Canada



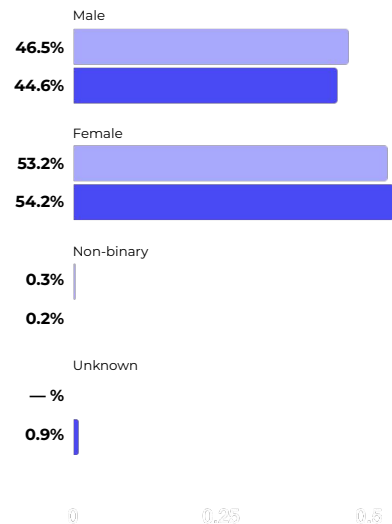
Spain



Gender

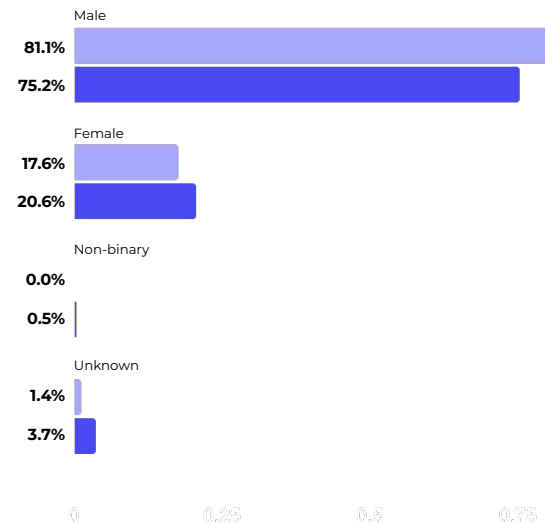
Non-Tech People Manager

Does not include Growth Analytics, Product, or Engineering

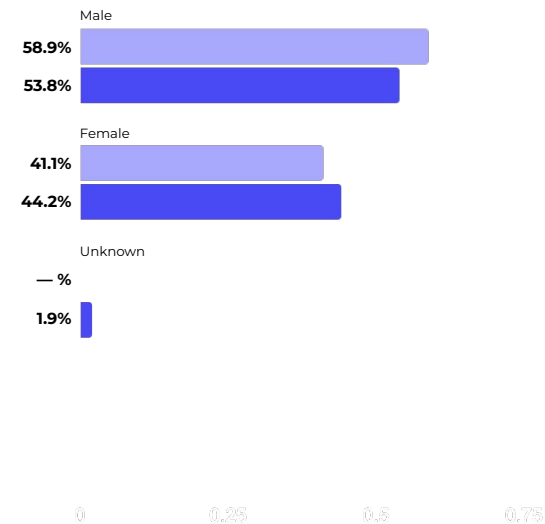


Tech People Manager

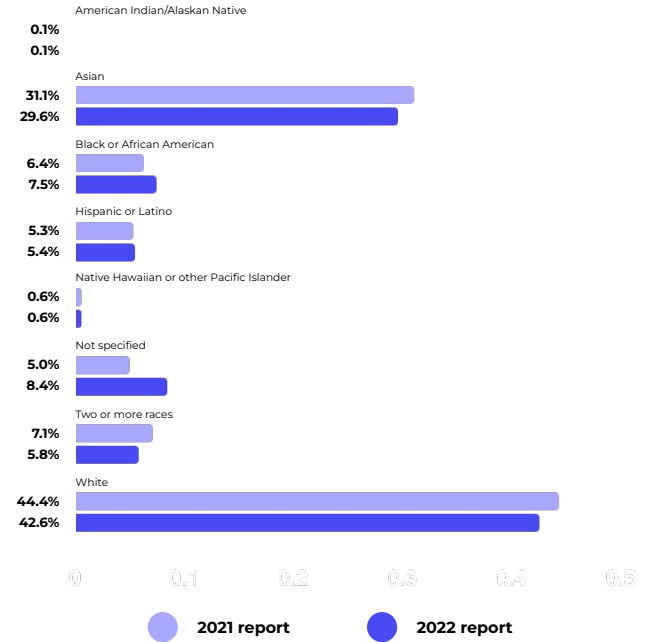
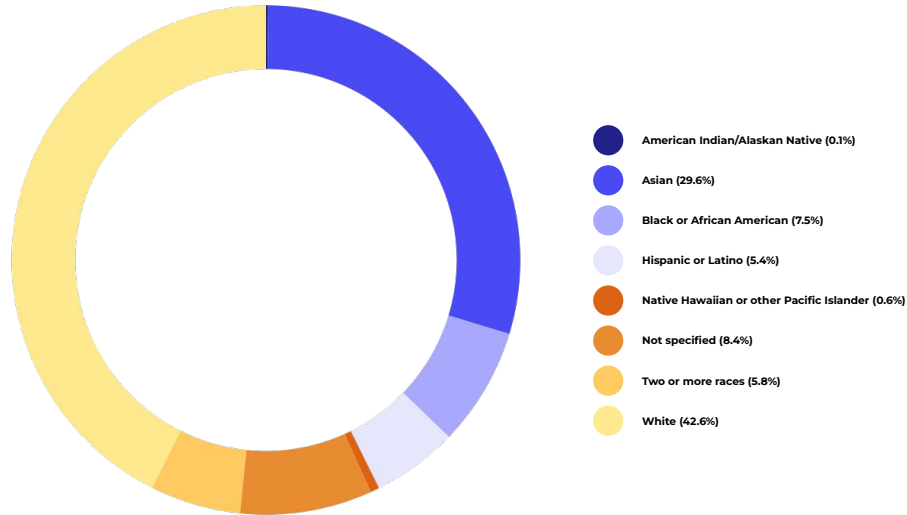
Includes Growth Analytics, Product, and Engineering



VP+



US ethnicity



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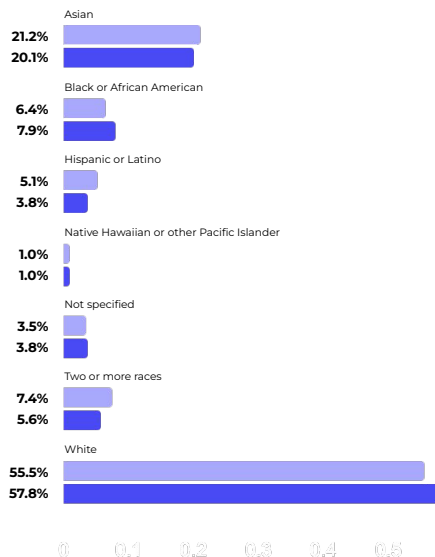
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Ethnicity Breakouts

US-Only

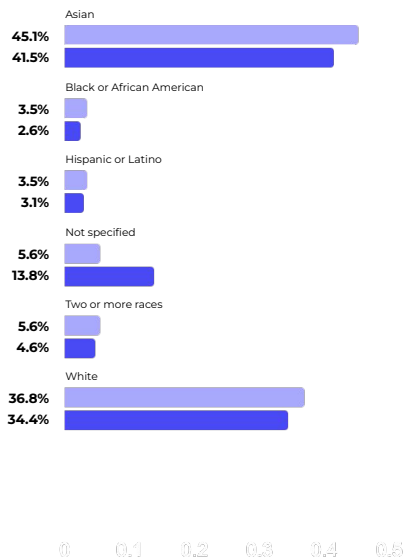
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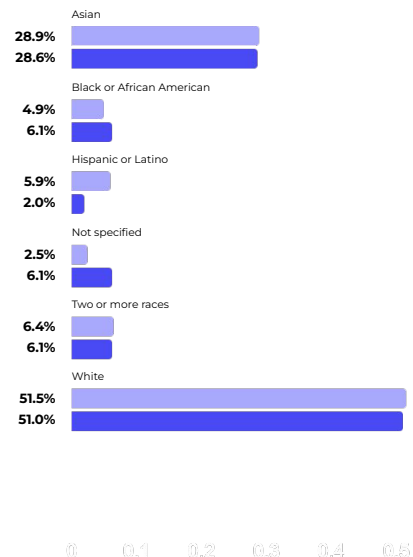


Tech People Manager

Includes Growth Analytics, Product, and Engineering



VP+



03 Recap of 2022 goals & how we did



RECAP OF 2022 GOALS & HOW WE DID

Set data-driven demographic goals

We planned to analyze Affirm's demographic data compiled from our 2021 self-identification survey and external resources to set 2022 numerical goals for both hiring and representation for race/ethnicity and gender.

With rising inflation and economic headwinds, we significantly reduced our hiring plan as one way to drive operational efficiency and control operating expenses. Due to this new reality, we shifted away from our original intention of setting demographic goals in 2022 and shifted to supporting current Affirmers by focusing on well-being and mental health.

RECAP OF 2022 GOALS & HOW WE DID

Take an international approach to DEI

In 2022, we focused on supporting Affirmers around the world after opening offices in three countries (Spain, Poland, and Canada) in 2021. This year, Poland-based Affirmers started chapters of our Women@ Affirm Employee Resource Group and Mental Wellness Community Group. More than 50% of Poland-based employees expressed an interest in joining Mental Wellness and Women@ already has commitment from half of the office.

Despite moderating our pace of hiring, we remained focused on investing in our product and engineering teams, especially in our engineering center in Poland. The Affirm talent team continues to work towards creating a diverse pipeline of candidates to help us build an inclusive office in Poland. We also engaged with partners in Poland, including [Dare IT](#) and [Diversity Hub](#), to learn more about the Polish market and reach a diverse pool of potential candidates.





Measure & increase merchant diversity

In 2021, we committed to set goals to increase merchant diversity metrics and promotions. We set to achieve the following by end of calendar year 2022:

- Increase the number of merchants that identify as majority-owned by people from underrepresented groups (URG) by 20%
- Increase Client Diversity Survey participation by 70%
- Commit to promoting 100+ URG merchants

In 2022, through various Affirm-sponsored merchant diversity campaigns and promotions, we achieved:

- A 93% increase in the number of merchants identifying as majority-owned by URG groups
- Increased participation in Client Diversity Survey by 164%
- Increased URG merchant promotions by 130%

04 Programs

Employee resource & community groups at Affirm

Between our ERGs and CGs, there are 15 communities Affirmers can participate in.

Employee Resource Groups (ERGs)

Affirm's Employee Resource Groups support and advance Affirm's values and business goals. This includes the company's commitment to hiring and retaining a diverse employee population and facilitating a culture where all Affirmers feel like they belong. ERGs include Affirmers from underrepresented groups (URGs) and their allies.

- Amigxs
- Asian Heritage Alliance
- Black Leaders of the Affirm
- Community Kinesphere (BLACK)
- LGBTQ+
- Veterans
- Women

Affirm defines an Underrepresented Group (URG) as a community that makes up a proportionally small percentage of Affirm and/or who are also historically marginalized groups in the local country. Affirm actively dedicates time and resources to these groups to increase their representation and inclusion internally across levels and departments.

Community Groups (CGs)

Affirm's Community Groups help build belonging, community, and inclusion at Affirm. Our CGs come together over common identities, shared characteristics, or shared life experiences.

- Chinese Language & Culture (CLAC)
- Gender Empowerment in Engineering (GEM)
- Immigrants
- Jewish Community
- Mental Wellness
- Neurodiversity
- Parents
- South Asians
- Southwest Asia & North Africa (SWANA)

PROGRAMS

Our new CGs

In 2022, Affirm welcomed two new Community Groups, [Neurodiversity@ Affirm](#) and [Southwest Asian & North Africa \(SWANA\)](#)

Neurodiversity@ Affirm

Neurodiversity@ Affirm aims to create a community where all neurologies are accepted, celebrated, and stigma-free. [Neurodiversity](#) “describes the idea that people experience and interact with the world around them in many different ways; there is no one ‘right’ way of thinking, learning, and behaving, and [differences are not viewed as deficits](#).”

The Neurodiversity@ Affirm CG’s mission is to offer confidential support to all neurodiverse-identifying individuals to become stronger and more confident, especially in controlling one’s life and advocating for one’s rights and needs. Additionally, the community seeks to provide support and education for family members and other allies of neurodiverse individuals.

Southwest Asian & North Africa (SWANA)

Southwest Asian & North Africa (SWANA) strives to cultivate a space for self-identifying Middle Eastern, Southwest Asian, North African, and Arab persons and their allies. The group’s mission is to bring people from the SWANA region together to foster a sense of belonging and connection.

International Expansion

In addition to seeing our CGs grow, we expanded our Mental Wellness CG and Women@ Affirm ERG to Poland!

Women in Engineering Community Group Rebrand

Another notable shift in our community is the rebrand of our Women in Engineering (Womeng) CG. To be more inclusive of all historically underrepresented sex and gender identities in engineering, the CG conducted a thoughtful and thorough internal review and adjusted their name to the Gender Empowerment in Engineering (GEM Eng) CG.

ERG & CG programming

Affirm's ERGs and CGs continue to lead the charge in cultivating community, connection, and education for all Affirmers. From one-on-one mentorship programs, group mentorship, and coaching circles to back-to-school AMA's and Diwali celebrations, Affirm's communities are creating valued moments of connection.

The communities held dozens of global events (both virtual and in-person) in 2022. These events sparked learning, brought Affirmers from different backgrounds together, and helped push DEI forward. Although we can't list them all, we wanted to highlight a few significant ERG and CG events and programming.



ERG & CG programming



Amigxs: Money Mindset Workshop with Snowball Wealth

During Latinx Heritage Month, the Amigxs ERG hosted a money mindset workshop with a money coach from [Snowball Wealth](#) on the impact of money scripts (subconscious beliefs about money), how your childhood affects your money habits, and some tips to make lasting change.



BLACK@ Affirm: Fireside Chat with Minnijean Brown of The Little Rock Nine

During Black History Month, the BLACK@ Affirm ERG hosted a fireside chat with [Minnijean Brown](#) of [The Little Rock Nine](#). Minnijean had a thoughtful conversation about how her experiences not only shaped her life, but the course of American history.



GEM Eng, LGBTQ+, Women, and Gender Diversity 101 Panel with TransTech

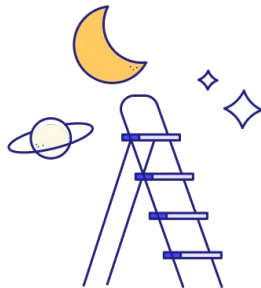
In March, to honor International Transgender Day of Visibility and Women's History Month, Affirm's GEM Eng CG, LGBTQ+@, and Women@ Affirm ERGs hosted a panel with [TransTech](#) to empower Affirmers and remind them that they are an asset to the tech industry. The Gender Diversity 101 panel discussed how to create a more inclusive workplace for trans and gender minority-identifying employees while centering trans BIPOC people.

ERG & CG programming



Immigrants@ Affirm: Friendsgiving in Affirm's US offices and Remote

The Immigrants@ Affirm CG hosted virtual and in-person Friendsgiving potlucks to bring together Affirmers from all over the world. Since the start of the pandemic, the potluck was the community group's first in-person opportunity for Affirmers to reconnect.



Jewish Community: Hearing Their Stories: Yom HaShoah (Holocaust Remembrance Day)

In honor of Yom HaShoah (Holocaust Remembrance Day), Affirm's Jewish Community Group partnered with the [Illinois Holocaust Museum](#) to hold a conversation with Phil Koek, son of Holocaust survivor [Joe Koek](#). Phil shared his family's powerful story to celebrate the resilience of his father and hosted a live Q&A with Affirmers.



Women: Exec. Panel Discussion of Women in the Workplace

In response to the 2021 McKinsey Women in the Workplace study, the Women@ Affirm ERG held two panels featuring several members of Affirm's executive leadership team. The leaders discussed the unique challenges that exist in the workplace for women, the crippling effects of burnout, tips for managing stress, and the urgent need to retain women leaders across the industry.

PROGRAMS

Other notable programming

ERG and CG summits

To support our community leaders and foster connection, we held our inaugural [ERG and CG Summits](#) at HQ in San Francisco, CA. During the summits, co-leads met with fellow community leaders and cross-functional partners to share ideas, receive leadership resources, and craft their goals and plans for the coming year.

Mentorship programming

Affirm's mentorship and learning culture is exemplified by the Women@ and BLACK@ ERGs, who have taken the lead in creating coaching and mentorship programs. These valuable moments of connection take place in one-on-one mentorship cohorts, coaching circles, and group mentorship programs, led by Women@ and BLACK@ co-leads, respectively. We are committed to supporting the continued expansion and success of these programs and their participants.



DISC

Affirm's Diversity & Inclusion Steering Committee (DISC) entered its third year in 2022 with eleven senior leaders from our Engineering, Finance, Legal, Operations, and People teams. In addition to passion and investment in DEI values and goals, the leaders who serve on DISC have experience engaging and advancing DEI in the workplace. DISC meets bi-weekly to discuss and advise on various DEI challenges, opportunities, goals, and more.

In 2022, a few of DISC's highlights include:

- Sponsored and moderated a company-wide event on psychological safety with renowned expert [Megan Reitz](#), titled Speak Up, Listen Up. Based on our post-event survey, 97% of respondents felt they could define psychological safety and its importance. In addition, 90% of the respondents felt they had learned strategies to build psychological safety at Affirm.
- Advised our newest community groups, Neurodiversity and SWANA, during their formation and launch.
- Partnered with Learning & Development (L&D) and Feedback & Development (F&D) teams to create new DEI-focused trainings.

By leveraging Affirm's Engagement & DEI Survey and their own knowledge of their various departments, DISC focused on increasing psychological safety at Affirm in 2022. DISC's goal was to ensure all Affirmers, especially managers, understand the concept and importance of psychological safety. DISC advised various departments across Affirm to bring training and events to Affirmers to accomplish this goal.

Trainings



Valuing DEI Efforts

The Learning & Development, Feedback & Development, and DEI teams collaborated to create and deliver a new training for managers called “Valuing DEI Efforts.” The purpose of the training was to ensure managers were familiar with the different types of DEI work Affirmers engage in on top of their full-time roles and encourage managers to acknowledge and celebrate this work in both informal and formal feedback.

The DEI work Affirmers do is essential in building Affirm’s diverse and inclusive culture. We want to ensure this work is reflected in their performance reviews. The training was released right before Affirm’s end-of-year review period in December 2022. 147 managers attended our live trainings, and the training is also available to access asynchronously going forward.



Managing Through Difficult Events

This training was initially created in 2020 as a one-off to address the racial reckoning following George Floyd’s murder. This year, challenging events occurred worldwide, like the ongoing fight against COVID-19, the war in Ukraine, the overturning of Roe v. Wade in the United States, and much more.

The L&D and DEI teams collaborated to create an evergreen version of this training, released in July 2022. The purpose of this training was to prepare managers on how to support their employees not only through difficult events occurring worldwide, but also through difficult situations at work, or in their personal lives, with specific reference to supporting URG Affirmers. 124 managers attended our live trainings, and the training is also available to access asynchronously going forward.

Trainings



Managing Unconscious Bias

In 2021, the DEI team conducted dozens of live sessions training Affirmers on “Managing Unconscious Bias” to refresh them on the effects of unconscious bias in the workplace and how to practice strategies to mitigate its impact. In 2022, we partnered with Paradigm to move our live unconscious bias training to a completely asynchronous, self-guided training. In order to build a strong DEI foundation for all Affirmers, we made the training a part of our new hire orientation, which is to be completed during an Affirmer's first 90 days.



Upward Apprenticeship Program

The Upward Program aims to create a diverse and equitable engineering team, as well as a more inclusive workforce at Affirm. In this six-month engineering apprenticeship program, coding bootcamp graduates will integrate into our engineering teams to learn more about Affirm and become even better software engineers. In 2022, we welcomed 12 apprentices and all apprentices have accepted offers to return to Affirm as full-time software engineers. For the second year in a row, we saw a diverse cohort of apprentices coming from organizations like [Next Chapter](#) (an organization that focuses on formerly incarcerated people), [Code Platoon](#) (an organization that focuses on the veteran community), and [Hackbright](#) (an organization that focuses on women, gender diversity, and gender equality).

Merchant & partner diversity programs



Promoting Merchant Diversity

In 2020, Affirm committed to promoting diversity in our merchant network. In 2021, we promoted over 50 small or minority-owned businesses through various Affirm-sponsored promotional campaigns. In 2022, we increased this by 130%, highlighting **115 small and minority-owned businesses** across Affirm's platforms, including the [Shop Black-Owned Businesses page](#). [Learn](#) about Affirm's impact on small businesses from owner Tochukwu Mbiamnozie, founder of [Tucci Di Lusso](#), a luxury leather shoes and accessories store and Affirm merchant.



McMullen x Affirm LA Pop Up

In 2022, Affirm partnered with the Oakland-based brand [McMullen](#), a Black and Women-Owned business, for a [Los Angeles, CA Pop-Up](#). McMullen is an inclusive luxury retailer founded by Sherri McMullen in 2007, featuring emerging and established designers worldwide. McMullen is an Affirm merchant partner that is deeply committed to supporting women's initiatives, focusing on mentoring young women and supporting female businesses that are making a difference. At the pop-up, there was a thoughtful conversation with [Sherri McMullen](#) & [Studio 189](#) on ownership, community, and ethical sustainability practices.

05 Partnerships & more

Partnerships

In 2022, we adjusted our partnership strategy to focus on alignment, continuity, and impact. We worked with 4 distinct partners: BreakLine, Nextplay, Rewriting the Code, and Lesbians Who Tech & Allies. These partners are committed to the communities they serve, offer intentional programming, and consistently connect exceptional talent to Affirm.

BreakLine

[BreakLine](#) is an organization that helps people of color, women, and veterans transition into the tech industry. In 2022, we leveraged this partnership to hire **three BreakLiners** into integral roles at Affirm. We appreciate BreakLine's ability to connect us to exceptionally talented candidates who bring diverse perspectives to Affirm. In addition to hiring, BreakLine held two [DEI Hiring Masterclass workshops](#) with Affirm's recruitment team and hiring managers.

Nextplay

[Nextplay](#) supports Affirm in sourcing Black and Latinx candidates. This is our third year partnering with the organization, and in December 2022, Affirm participated in [Nextplay's 5th Year Anniversary event](#), where our [VP Controller Sip Jiyane](#) spoke about her career at Affirm and shared tips with the community for choosing the right employer. We appreciate Nextplay's commitment to their community and their work in growing equity for Black and Latinx professionals globally.

Partnerships



Rewriting the Code

[Rewriting the Code](#) (RTC) is a non-profit organization focusing on early career and college women who are pursuing careers in the tech industry. In 2022, we hosted three engagements with RTC: a LinkedIn branding workshop, an interview prep workshop, and an International Women in Engineering Day panel. In addition to the events, **80% of Affirm's intern class** came from Rewriting the Code, which helped us reach the highest percentage of women interns at Affirm yet.



Lesbians Who Tech & Allies

[Lesbians Who Tech & Allies](#) (LWT) is a community of LGBTQ women, non-binary, and trans individuals in and around tech, as well as their allies. In June 2022, for the first time, Affirm proudly sponsored the LWT Pride Summit, a weeklong virtual event that brought together LWT techies globally and connected them with companies, including Affirm. Along with our usual recruiting booth, we also had **8 Affirmers** speak and share knowledge at the Summit, reaching over 800 Summit participants.

Benefits



People come first

Affirm's benefits and policies are developed to align with our value of **People come first** and to meet the evolving needs of our 2,000+ remote-first global team. In 2022, our Benefits team met with our LGBTQ+@ Affirm ERG and Mental Wellness CG leads to discuss the components of an inclusive benefits package. Two new benefits came directly from these discussions:

- All **therapy costs are now 100% covered** by Affirm, including out-of-network mental health professionals
- We now offer **extended healthcare coverage for transgender** community members at Affirm



Roe v. Wade

Following the news that the U.S. Supreme Court reversed Roe v. Wade, Affirm took swift action to ensure that every U.S. Affirmer, regardless of location, had access to the healthcare coverage they need.

- Affirm updated its U.S. medical coverage to include an **Out-of-State Travel Costs policy**, which can be used to help pay for transportation and lodging expenses when traveling for healthcare services, including services with state limitations on access to care, such as abortion and gender affirmation services
- Simultaneously, Affirm expanded our global **Life Happens Leave policy** to allow Affirmers to take leave if they are traveling out of the country or state for a medical procedure or to support a family member



Ukraine

In response to ongoing events like the war in Ukraine and climate emergencies, Affirm's global **Life Happens Leave policy** was expanded to include leave for employees affected by humanitarian crises, natural disasters, and Covid.

Affirm will continue to evaluate all global benefits and policies for equity. We are proud to be able to meet Affirmers where they are and provide support in difficult times.

PARTNERSHIPS & MORE



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 2022, Affirmers raised over \$100,000 (USD) 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.

Since the inception of Affirm Cares, we have supported many different organizations to drive impact by promoting equity in job opportunities through STEM education, supporting financial literacy, and addressing house and food insecurity. Of the 40 organizations Affirm Cares donated to in 2022, 57.5% of them serve ethnically diverse audiences. With 35% of the organizations being undetermined in regards to ethnically diverse audiences, Affirm Cares is striving to continue focusing on who we partner with.

06 2023 goals



2023 GOALS

Establish consistent DEI focused training programs

Affirm will roll out self paced learning opportunities for all Affirmers on topics like inclusive leadership and allyship. Additionally, we will expand the support and creation of mentorship programs to provide more opportunities for learning and advancement at Affirm.

2023 GOALS

Strengthen Affirm Communities@ program

We will craft and roll out a revamped framework for our Employee Resource Groups and Community groups to ensure equitability, increase engagement and scalability.





2023 GOALS

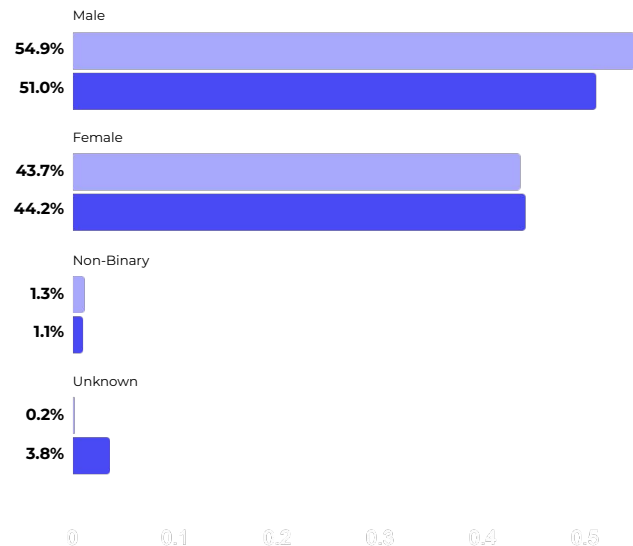
Improve time relevant metrics

In partnership with our People Analytics team, we will create and roll out data dashboards to provide comprehensive insights into the employee lifecycle, including metrics on hiring and retention. These insights will contribute to enhancing process improvements and deepen our understanding of the employee career track at Affirm.

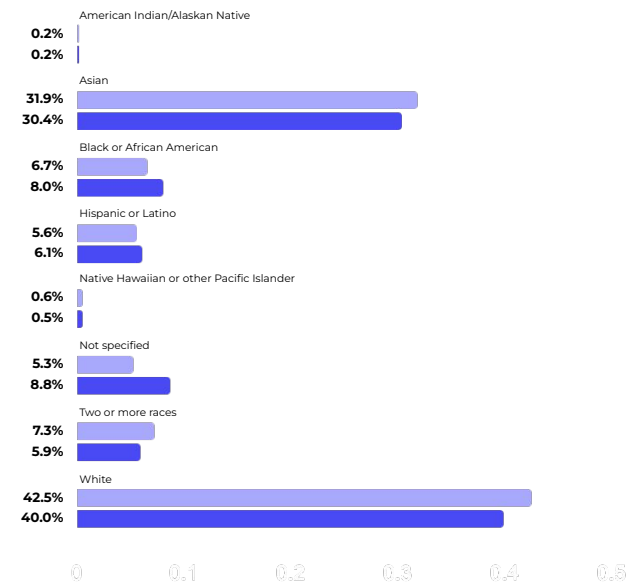
07 Appendix

Individual Contributors

Gender



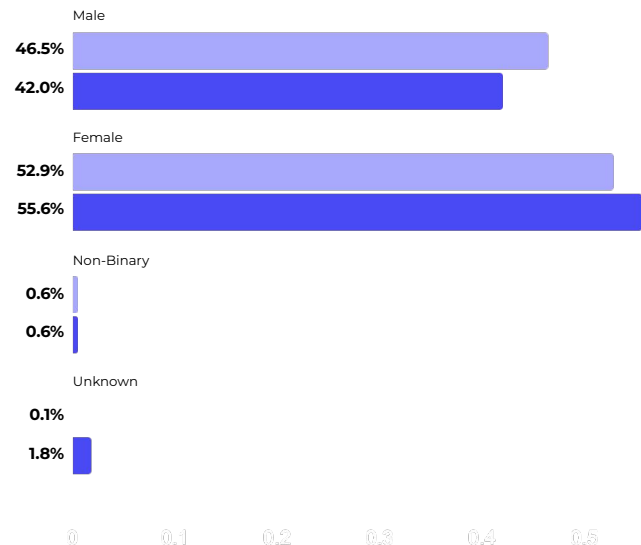
Ethnicity



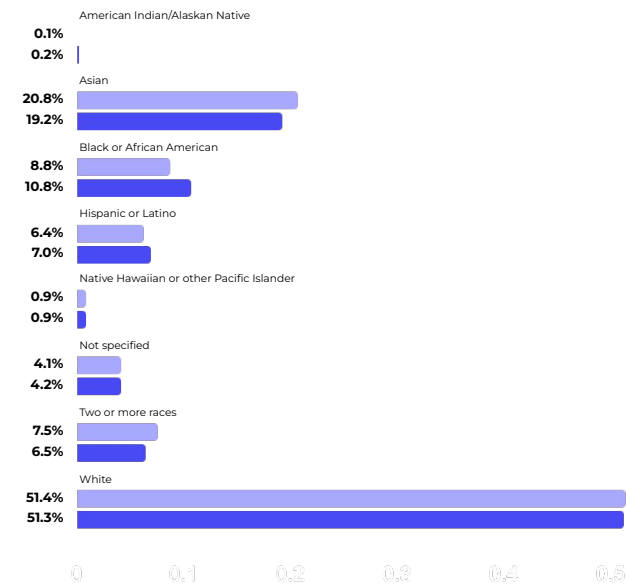
Non-Tech Overall

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Gender



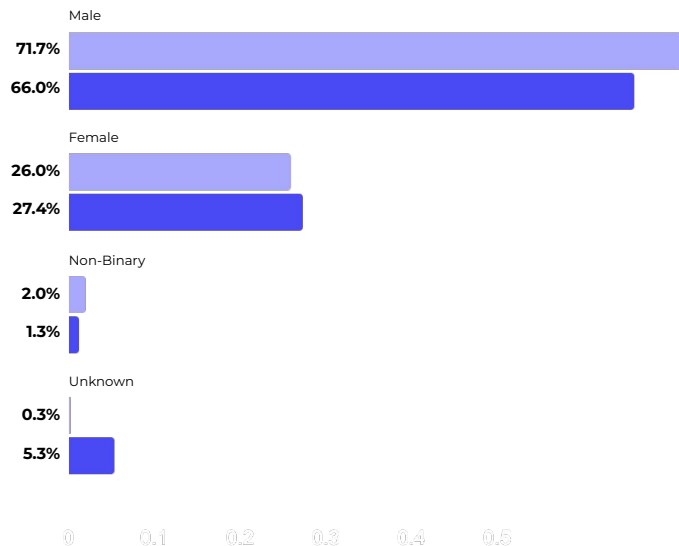
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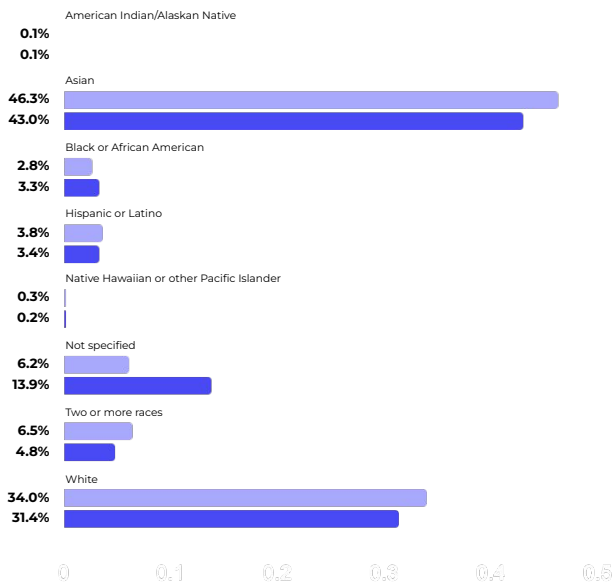
Tech Overall

Includes Growth Analytics, Product, and Engineering

Gender

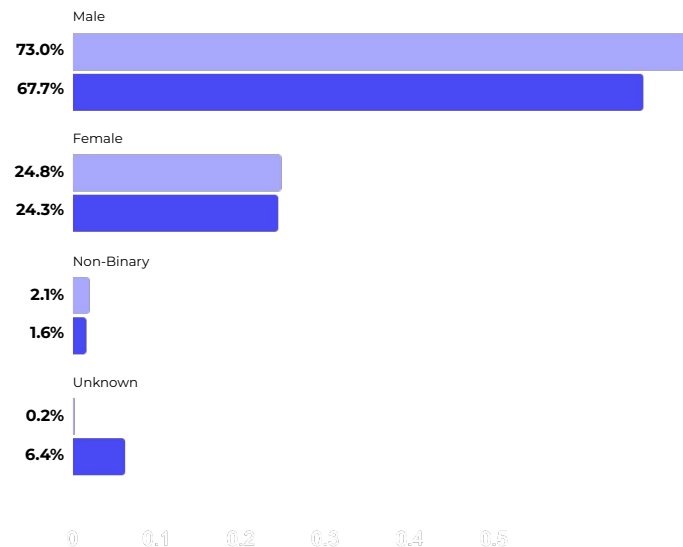


Ethnicity

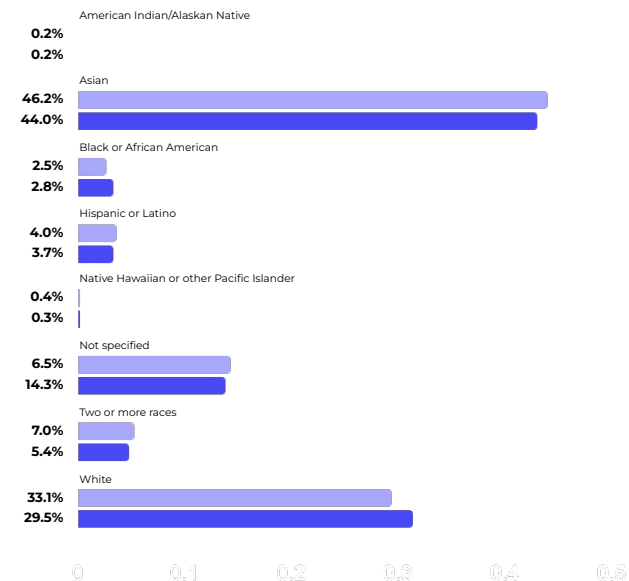


Engineering Individual Contributors

Gender

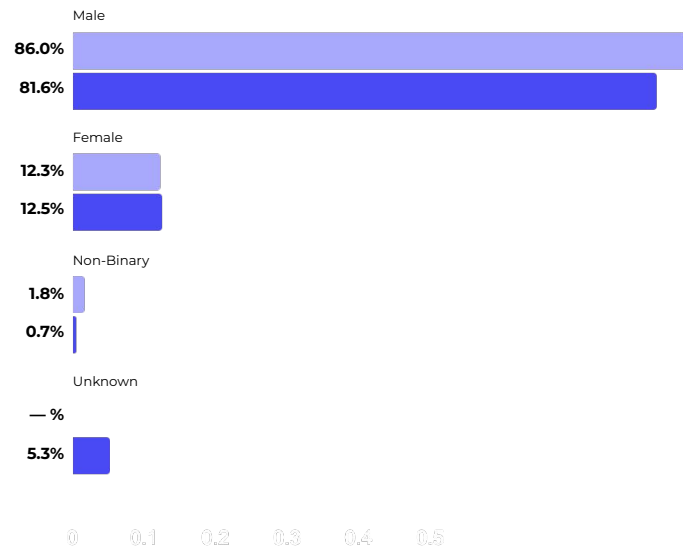


Ethnicity

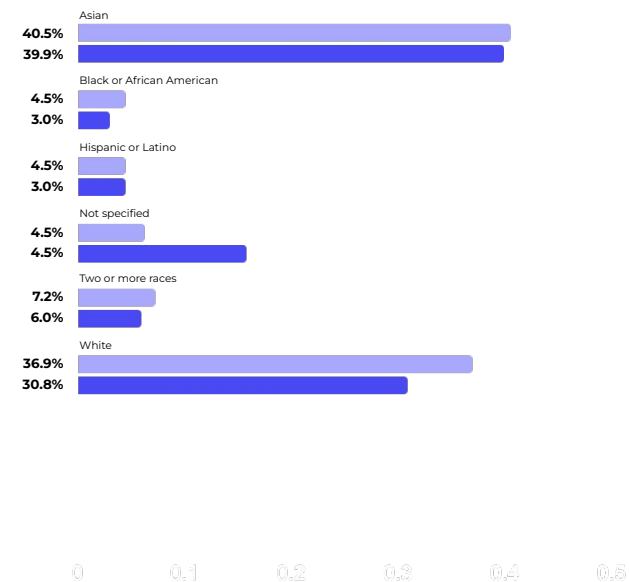


Engineering People Managers

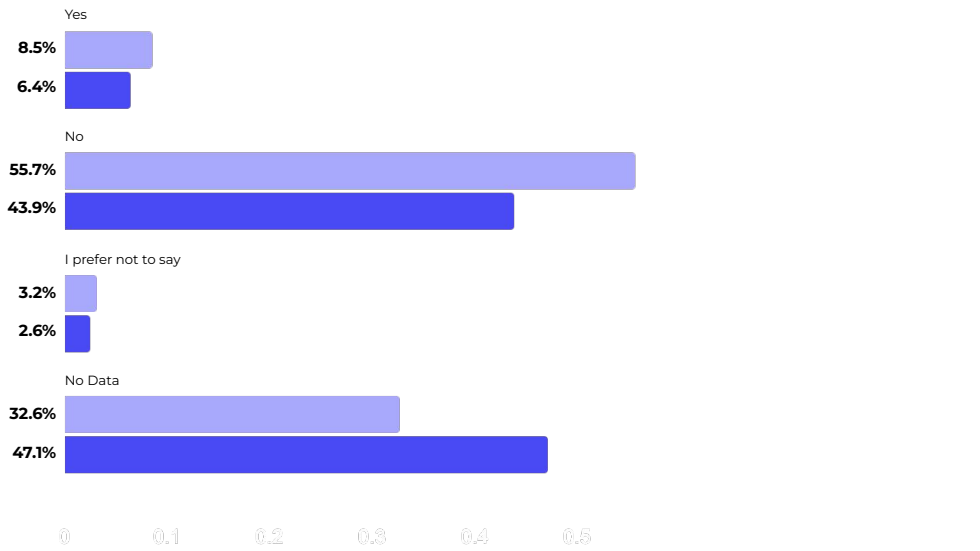
Gender



Ethnicity

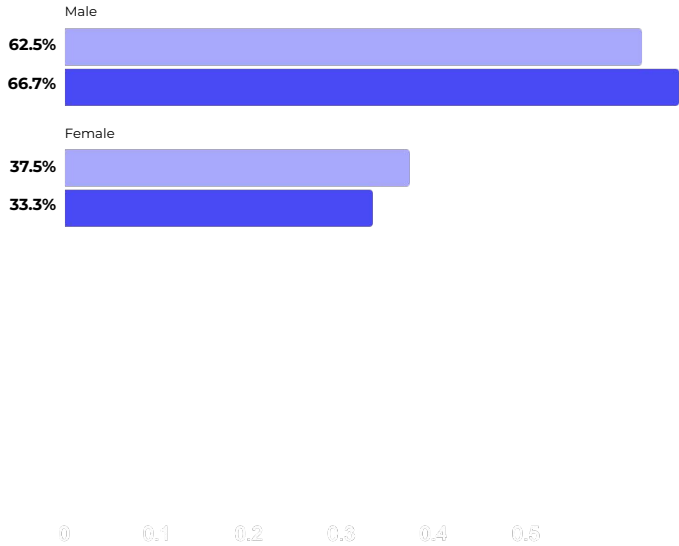


Overall - LGBTQ



Board of Directors

Gender



Ethnicity

