



DEI Report

2024



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01 Introduction



A note from our CEO

At Affirm, we develop teams reflective of the diverse consumers, merchants, and communities that we're privileged to serve. Our inclusive, high-performing culture is a key part of our success and empowers teams to do their best work, delivering on our mission to build honest financial products that improve lives.

Onward,
Max Levchin, CEO

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

As leaders at Affirm, we strive to deliver on our mission to build **honest financial products** that improve lives. We believe Diversity, Equity & Inclusion (DEI) is vital to our success, and we're committed to ensuring every Affirmer is empowered to thrive and meaningfully contribute to our mission.

We made the decision to transition our DEI report to a fiscal year calendar to align with the rhythm of our business. This report encompasses eighteen months' worth of DEI progress, covering all of calendar year 2023 and the first half of calendar year 2024.

We have taken many steps to lay a strong foundation for the future. By sharpening our focus on our four DEI pillars: **Hiring, Belonging, Advancement**, and **Activation**, we continue to cultivate an inclusive, high-performance culture.

In this report, we share how our **investments in our people, processes, and communities** help drive our long-term growth and success.

In community,
Diversity, Equity, and Inclusion Steering Committee



Alison Woolery
Sr. Director, People
Success & Partners



Barb Cardigan
Chief People
Officer



Brooke Major-Reid
Chief Capital
Officer



Emily Stellick
Director,
Sourcing



Garrett Schlesinger
Distinguished Software
Engineer



Heather Hoepfner
Sr. Director,
Client Success



**Helen
Kaltefleiter-Turki**
Director, Product
Management



Hannah Hughes
Director, Consumer
Marketing



Layne Greer
Sr. Director, People &
Organizational Success



Mahi Sethuraman
VP,
Software Engineering



Nitesh Kumar
VP,
Software Engineering



Sahil Bakshi
Sr. Director,
Analytics



Wei Chen
Sr. Director, Credit
Analytics



Yuling Hua
Director,
Analytics



Yvonne Herrera
VP, Sales &
Client Success



Zina Deldar
Associate General
Counsel,
Employment

02 Recap of fiscal year 2024 goals

Establish DEI-focused training programs

In fiscal year 2024, we launched Affirm's DEI Learning Program. This program consists of self-paced courses for all Affirmers on topics like inclusive leadership & culture, practicing allyship, microaggressions, and neurodiversity in the workplace along with a variety of other topics in support of cultivating psychological safety and a high-performance culture. In collaboration with learning opportunities from our Learning & Development team, 52% of employees completed at least one self-paced course during the fiscal year. We plan to continue to highlight both long-format and micro learnings on DEI topics in continued collaboration with the Learning & Development team, make focused efforts to increase participation, and measure success of learning outcomes.



Strengthen Affirm Communities@ program

We have thoughtfully and intentionally redesigned our framework for Affirm's Community program to increase impact, align with the greater DEI strategy, and foster a stronger sense of community for all Affirmers. The implementation of this redesign will roll out over several quarters and involve many program-specific initiatives. A few of these initiatives are to establish frameworks for:

- Tracking and sharing impactful data that tells the story of the Affirm Communities@ program.
- Executive Sponsorship engagement to ensure role alignment and expectations.

We look forward to the continued partnership with our co-leads to ensure the Community program is strong, inclusive, and engaging.



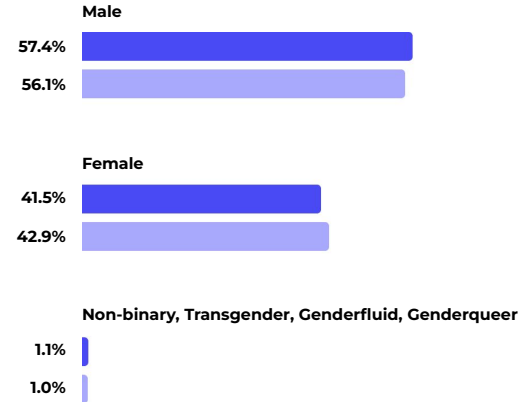
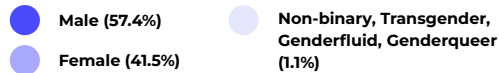
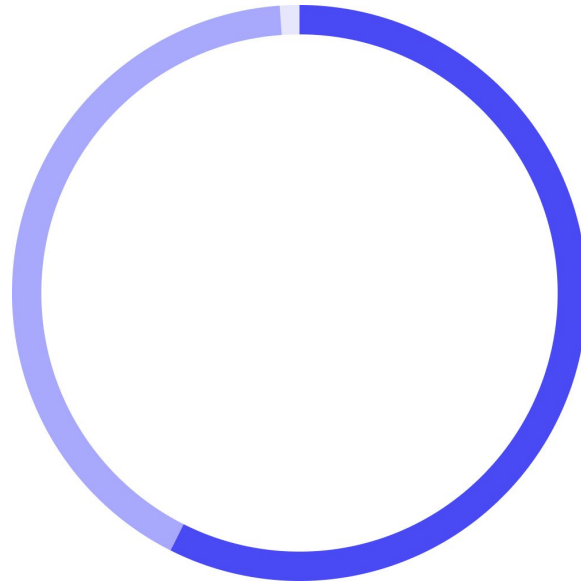
Improve time-relevant metrics

Our commitment to data insights on key milestones across the employee lifecycle is an important focus at Affirm. Through a voluntary self-identification initiative, we collected foundational data on race/ethnicity, gender identity, disability, and neurodiversity among other demographics. This intersectional data can aid in providing additional insights into the employee lifecycle to ensure that all Affirmers, regardless of background, are thriving.



03 Fiscal year 2024 demographics

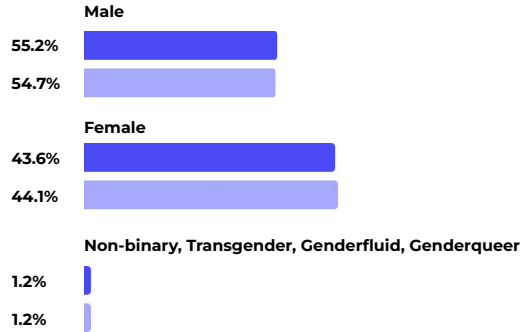
Company-wide gender



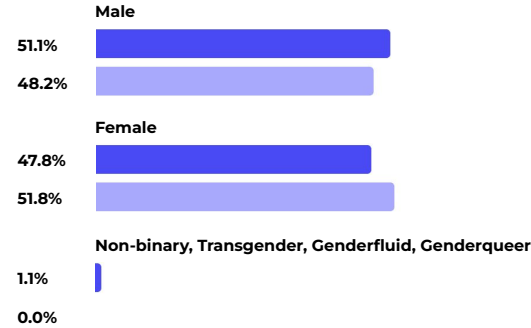
Company-wide gender by country

● 2024
● 2023

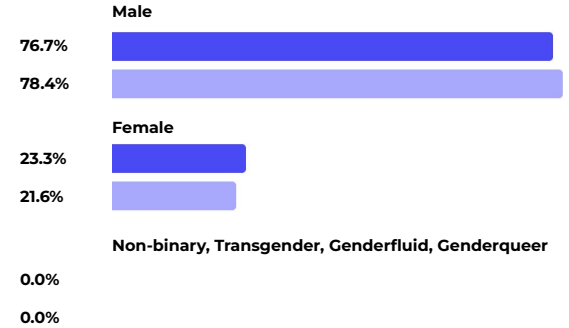
United States



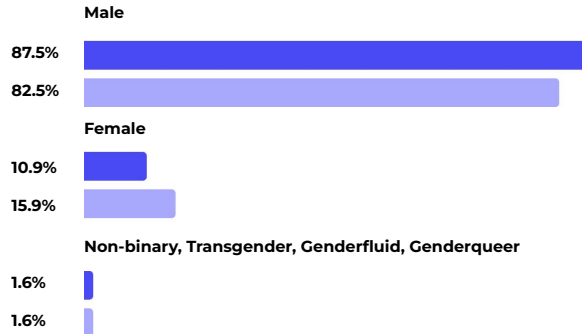
Canada



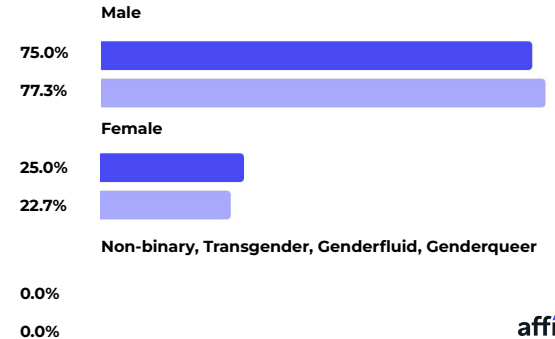
Poland



Spain

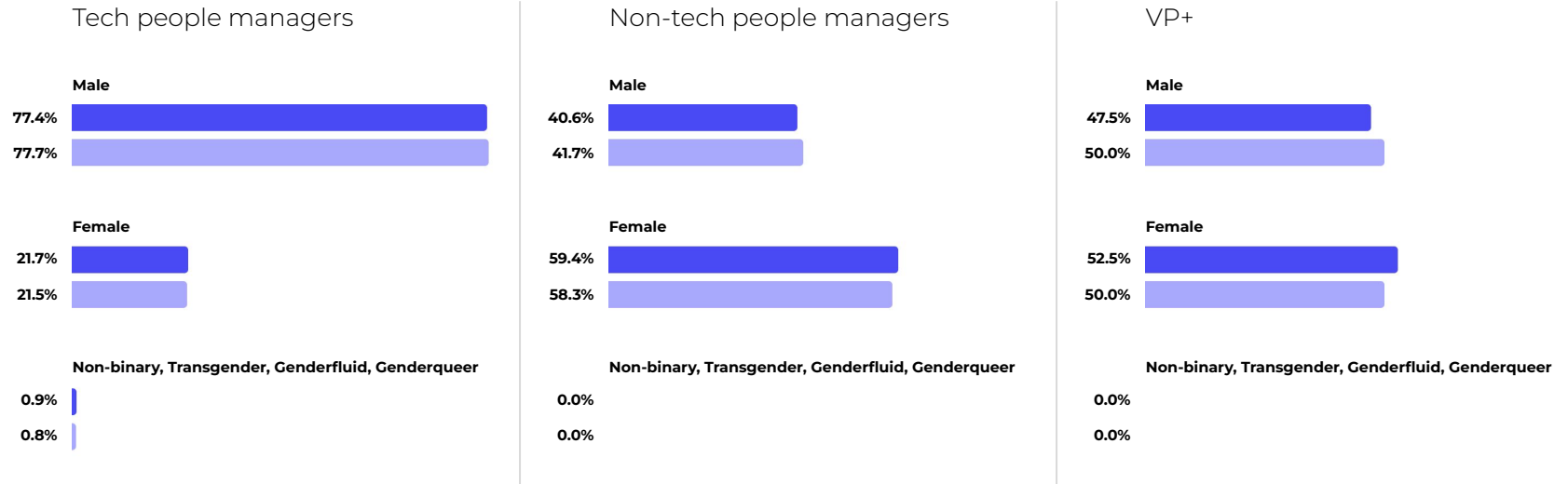


United Kingdom

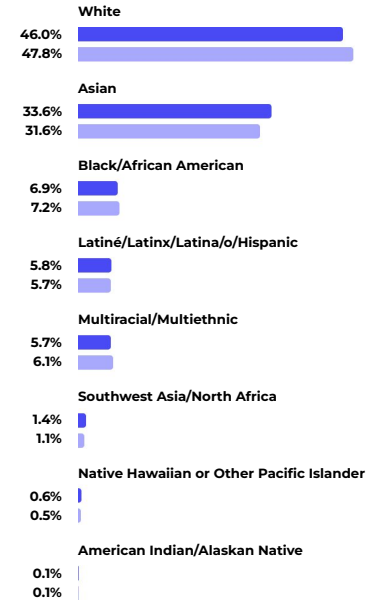
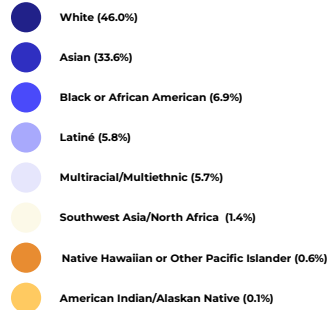
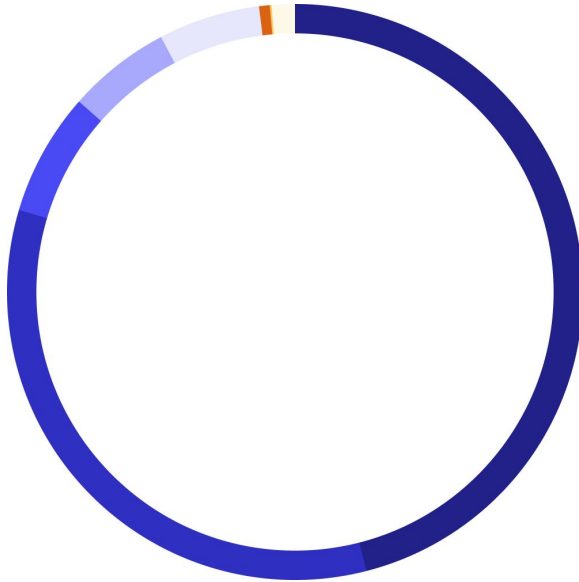


Data labeled as '2024' reflects Affirmers from June 30, 2023, to June 30, 2024.

Gender (People managers + VP)



Ethnicity (U.S. only)

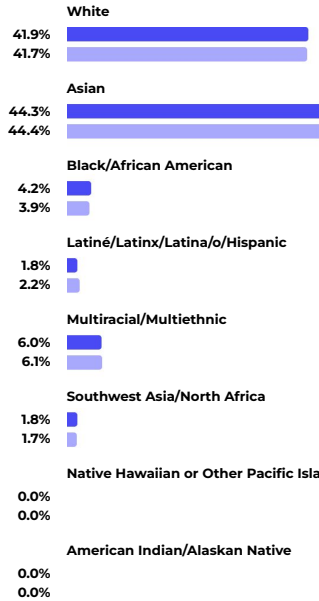


2024

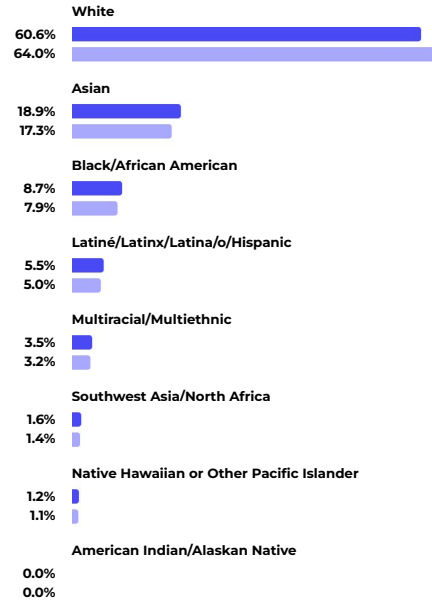
2023

Ethnicity (People managers + VP, U.S. only)

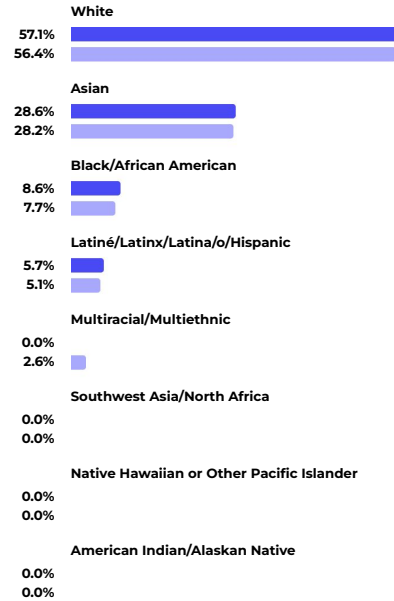
Tech people managers



Non-tech people managers



VP+



Additional demographics

Thanks to our global self-ID initiative, we are able to gather more inclusive data on race/ethnicity, gender identity, and additional identities to help give us a more intersectional picture of Affirm.

Of employees who self-identified, we see that:



16.4%

Identify as members
of the LGBTQ+ / Two-Spirit
Community

36.7%

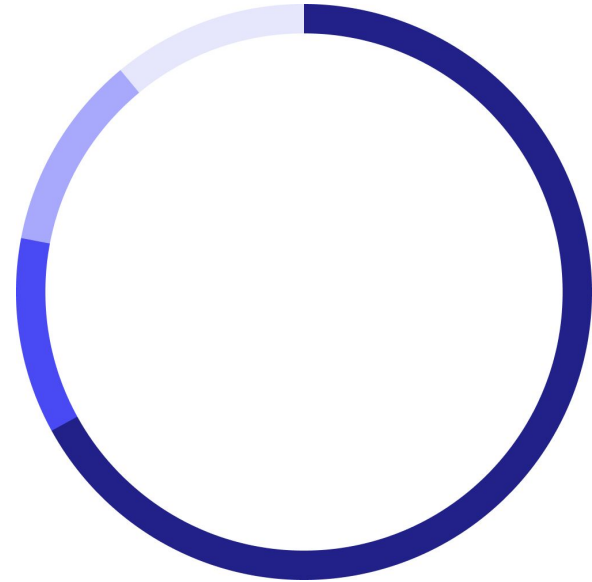
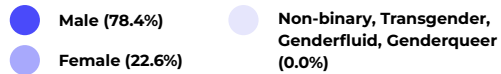
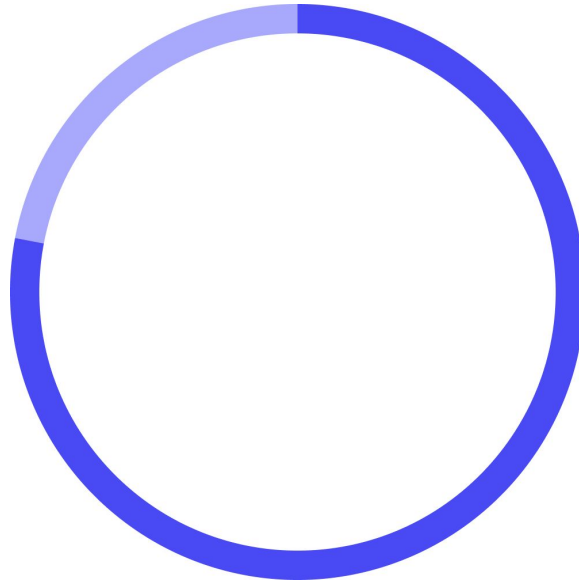
Currently hold responsibilities as a
caregiver for a family member or
dependent

18.4%

Identify as
neurodivergent

The data presented here represents percentages based on the total respondents, not company-wide figures. These percentages reflect responses from a global, self-identified data survey.

Board of Directors



04 Hiring

Programs

Upward Program

In fiscal year 2021, Affirm launched our inaugural Software Engineering Apprenticeship, the Upward Program, to hire, mentor, and grow talent from nontraditional backgrounds. To date, 25 apprentices have participated in the program. Building on this initiative, in fiscal year 2024, we welcomed six new apprentices, marking our most diverse cohort yet in the program's history.

Early Career Program

Hosted in our offices in San Francisco, Chicago, New York, Warsaw, and Madrid, Affirm's inaugural Early Career Program (ECP) is a one-year hybrid office program providing new Computer Science grads with mentorship, team placements, and collaborative project experiences, bridging the gap between university life and full-time remote work.

Affirm's Sourcing team made a concerted effort to build a diverse candidate pool for the program, in addition to other applicants and referrals. Ultimately, the sourcing efforts led to 9 (64%) of our sourced 14-member ECP cohort self-identifying as belonging to one or more underrepresented groups.

Top-of-funnel strategies

In FY 2024, Talent Acquisition set the Global Sourcing team's weekly URG outreach goals in the US to 45%—*a benchmark that has been met every quarter*. Concurrently, our global sourcing efforts expanded beyond technical roles to encompass leadership roles across business functions.

Talent Acquisition leadership regularly presents on URG-sourcing metrics and efforts at internal meetings and quarterly reviews to promote Affirm-wide visibility and advance our commitment to hiring from diverse candidate pools.



05 Belonging

Affirm communities

At Affirm, our Employee Resource Groups (ERGs) and Community Groups (CGs) have created an environment where Affirmers are not just part of a community, but are heard, seen, supported, and celebrated, consistent with Affirm's values and policies, to foster a deep sense of connection and belonging.

In FY 2024, these communities hosted numerous events and activations that highlighted the importance of community, inclusivity, cultural fellowship, and wellness. These initiatives not only promoted a strong sense of unity and belonging for Affirmers, but also provided unique opportunities for personal and professional growth. The collaborative efforts of our ERGs and CGs demonstrated the power of intersectionality, showing that our strength lies not only in our diversity, but also in our connection to one another.



Examples of our communities in action

Chinese Language and Culture (CLAC)

Celebrated the Lunar New Year with a special lunch event. This event brought together members from different backgrounds to appreciate and learn about Chinese traditions. It celebrated the cultural significance of the Lunar New Year and cultivated a sense of community and belonging.

Gender Diversity in Product

Hosted several professional development events, including sessions on IC vs. Management career tracks and advocating for yourself. These events received positive feedback for their practical advice and career management insights, making a tangible contribution to the professional growth of Affirmers.

Gender Empowerment in Engineering (GEMEng)

Collaborated with the NeuroDiversity and LGBTQ+ communities to host a session with [Sins Invalid](#), a non-profit organization devoted to disability justice. This event ignited conversations about disability inequity, embracing diversity, and creating a more inclusive world.



Communities in action

Jewish Community

Co-hosted an event with B.L.A.C.K. @ Affirm featuring [Nissim Black](#), an American-Israeli rapper and influencer. Additionally, they held a powerful conversation for Jewish American Heritage Month discussing Jewish identity and Antisemitism: A Historical Perspective Through Stories. Both events provided a space for connection and support during challenging times.

Mental Wellness@ Europe and North America

Hosted a Burnout Hackathon, addressing a critical issue in today's work environment. They also collaborated with Parents@ Affirm to host self-care sessions with [Manifest House](#), a virtual wellbeing space for women and femmes, where they emphasized the importance of mental health for parents and caregivers. Additionally, they held powerful workshops related to effective communication, discussing topics such as Radical Candor and Cultural Differences between U.S. and Europe.

Parents@

Hosted numerous initiatives inviting Affirmers to give, ask for, and receive support. From hosting a deep-dive conversation on benefits for parents and caregivers to a virtual Halloween costume contest to Mother's/Father's Day events and even Bring Your Kid to Work Day, they drove numerous initiatives to enable connection, safety, celebration, and support for their community members.

South Asians@

Celebrated Diwali with special boxes and events, hosted WinItWednesdays, and organized in-person meetings and Bingo to promote connection for their community.

South West Asia and North Africa (SWANA)

Launched a social impact campaign for humanitarian aid in Israel and Gaza, demonstrating the power of collective action and community engagement.

Communities in action

Amigxs

Hosted several Cafecitos, a Spanish-speaking event allowing Affirmers to converse in Spanish, fostering a sense of belonging among Spanish-speaking employees.

B.L.A.C.K.®

Organized a [Udemy](#) learning challenge to create an environment of education and development. They also co-hosted a movie event with Veterans® during Black History Month, nurturing a sense of camaraderie and shared experience.

Women® Europe and North America

Hosted several impactful initiatives, from a conversation discussing the art of nonviolent communication to a workshop on negotiation. In addition, they continued their tradition of an annual mentorship program, helping Affirmers and encouraging a culture of support and development.

Asian Heritage Alliance

Ran a book club for [Blockchain Chicken Farm](#), which initiated stimulating conversations about technology, identity, and globalization. Additionally, they hosted a workshop on "Cultural Dimensions of Relating" with [Relating Between the Lines](#).

Communities in action

Immigrants@

Held their annual Friendsgiving potluck in North America-based Affirm offices (Chicago, San Francisco, New York, Toronto, and Pittsburgh). This event, which brought together members of several Affirm ERG and CG communities, allowed Affirmers to share a dish of their choice and nurtured a sense of unity and connection among participants.

Neurodiversity@

Hosted Neurodiversity Celebration Week (NCW), a week-long event that served as an educational platform. The week featured a series of webinars covering a range of topics related to Neurodiversity, such as *Neuro-inclusive Language and Communications*, *Good Practice for Neurodiversity Professionals*, and *Understanding Neurodiversity as a Family*.

LGBTQ+

Held several events for Pride Month 2024, including a Virtual Drag Queen Bingo event and a Pride Movie Club event in collaboration with B.L.A.C.K@ Affirm. Pride at Affirm showcased the community's intersectional diversity.

Veterans@

Honored Memorial Day by holding a moment of silence with Affirmers, a reflection moment that looked at the history of global days of remembrance, and an 'In Memoriam' moment that allowed Affirmers to share a memory of loved ones who have passed.

06 Advancement



ADVANCEMENT

People first

At Affirm, we **put our people first** by continually investing in Affirmers' success, development, and growth in service of our high-performance culture. We ensure that Affirmers have access to the resources, support, and learning experiences to thrive in their career and drive impact against our mission.

Learning

Our commitment to our employees begins with our Affirm Foundation program, a 100-day onboarding program designed to help new hires build foundational skills, connections, and knowledge to succeed in their roles.

As Affirmers progress in their career journey, they are supported in a number of ways through blended learning experiences.

All Affirmers: Every Affirmer has access to continuous learning resources, development programs, and career opportunities to support them at every stage of their journey.

- **LearnNow:** A one-stop shop for all learning content at Affirm, including 6,000+ eLearning courses offered by Udemy.
- **Live workshops:** Employees have access to targeted live workshops and learning pathways at key moments throughout the year to drive learning, productivity, and growth.

People leaders: All managers are expected to participate in leadership development as part of their role as a people leader.

- **Leadership development programming:** A series of curricula for people leaders to develop, refine, and practice foundational leadership skills (feedback, psychological safety, 1:1s, etc.).
- **BetterUp coaching:** Offered to senior leaders (L8+), BetterUp is a coaching platform that connects participants with ICF-certified coaches. Used as both a self-guided leadership development tool and a support resource.



ADVANCEMENT

Performance

To support the success of Affirmers, our performance process ensures that every employee receives written feedback from their manager twice a year, in addition to ongoing manager 1:1s where development, career discussions, and feedback are discussed. We regularly audit our performance cycle outcomes to assess fairness in our talent management processes.

Mentorship

In addition to the established mentorship programs led by Employee Resource Group co-leads for BLACK@ and Women@ members and allies, which have run successfully for more than two years, two new programs have flourished at Affirm.

Affirm's Capital Mentorship Program pairs individuals in the capital industry with our internal Capital team members to encourage and facilitate the development of individuals interested in treasury, quantitative markets, and capital markets careers.

Affirm's CLEaR (Compliance, Legal, Enterprise Risk, and Regulatory Affairs) Mentorship Program pairs law students and other students interested in compliance, regulatory affairs, or risk management with Affirm's CLEaR team members to encourage and facilitate the development of students interested in legal, compliance, and enterprise risk-related careers.

Notably, these programs are our first ventures into external mentorship with professionals and students. Both programs help to foster diversity and inclusion of historically underrepresented groups (URGs) in finance, law, and technology. Our hope is that the exposure with professionals within Affirm is a valuable stepping stone in the participants' careers.



DEI Learning Program

The DEI Learning Program was created in 2023 in support of cultivating a higher sense of psychological safety in the workplace and a high-performance culture. This program consists of a series of self-paced DEI learning courses available to all Affirmers, such as:

- **Inclusive Culture:** This course highlights the fact that inclusive workplaces are brought to life by their people, and everyone has the opportunity to create an environment where people from all backgrounds can thrive.
- **Practicing Allyship:** This course provides Affirmers with a framework and tools to effectively support colleagues through everyday interactions, in-the-moment interventions, and ongoing advocacy at work.

In addition to the DEI learning program, we held a series of workshops on psychological safety. These company-wide events were a deep dive into research on psychological safety and pragmatic learnings that were relevant to all Affirmers. We know that psychological safety is crucial to our success. We look forward to continuing this event series into fiscal year 2025 as we work to cultivate a high-performing and inclusive culture.





ADVANCEMENT

The Affirm Pulse (TAP)

In FY 2024, we overhauled our employee engagement survey to adopt a lightweight, real-time, and more consistent approach. The main objective of TAP is to provide a pulse on employee sentiment on key themes, such as career, leadership, well-being, learning, inclusion, belonging, and other topics that become relevant and important to deep dive on throughout the year.

Formerly called the Engagement & DEI survey, the survey was historically conducted annually and included more than 40 questions, which required 30+ minutes to complete. With TAP, we can capture the same valuable feedback on a more frequent basis while requiring less time from employees.

Planning for actions based on insights from the survey is underway, and we look forward to sharing the positive impact in our fiscal year 2025 DEI report.

07 Activation



ACTIVATION

Merchant diversity

Affirm is committed to supporting and increasing representation across small and diverse-owned merchants. We have seen a 61% YOY (12 month) increase in merchant partners that are certified women-, veteran-, or minority-owned businesses. Affirm promotes small and diverse merchants through quarterly multicultural campaigns, including but not limited to Black History Month, Women's Month, AAPI Heritage Month, and Latinx Heritage Month.

Merchant Diversity Survey

Affirm's ongoing Merchant Diversity Survey collects data on new and existing Affirm merchants owned by diverse communities, enhancing Affirm's commitment to DEI within our merchant network.

DISC evolution

Affirm's Diversity & Inclusion Steering Committee (DISC) entered its fourth year. In order to better align with evolving company needs, the DEI team reimaged the committee's function. This transformation involved moving away from predominantly tactical responsibilities to adopting a more strategic advisory and advocacy role. By working in close partnership with the DEI team, the committee plays a pivotal role in shaping Affirm's DEI strategy, setting objectives, providing essential guidance, and championing DEI programs. We also purposely expanded membership from 11 members to 19. This expansion allows for increased representation of Affirm teams, geographies, and experiences.



08 Benefits



BENEFITS

People come first

Affirmers are empowered to perform their best with impactful benefits that help support all aspects of their lives and wellbeing. Healthy and supported employees are foundational to cultivating high-performing and inclusive teams.

Our benefits are designed with intention to protect the health, wellbeing, future, and loved ones of our employees. Our philosophy at Affirm is to:

- **Set the standard** among competitors to make Affirm an employer of choice and offer person-first benefits/perks that reflect our diverse employees.
- **Meet the diverse needs** of our evolving global workforce and frequently collect feedback to ensure their emerging needs are met.
- **Reduce barriers**—financial and otherwise—to reduce any friction that prevents employees from effectively and proactively managing their health.

Work + life balance

We encourage Affirmers to create a healthy balance between work and life, even when it's easier said than done. Affirm offers programs such as Life Happens Leave, digital spending wallets, 100%-covered premiums for Affirmers and their dependents, in and out-of-network mental health coverage, a gradual return-to-work program for Affirmers returning from parental leave, and more to help employees maximize their physical and emotional wellbeing.

Two new programs exemplify how we continuously aim to meet and support the evolving needs of our diverse employees:

- **Parentaly** provides coaching for Affirmers going on parental leave, as well as manager training to best support direct reports when they take leave.
- **Ianacare** equips family caregivers with 1:1 support, community, and practical resources to help coordinate care across any and all conditions and ages.

Affirm actively assesses all global benefits and policies to ensure equity. We take pride in meeting Affirmers at their point of need and offering support during challenging times.



09 FY25 & Closing Note

Key initiatives for FY 2025

- Strengthen our partnerships across the organization, notably with our Learning & Development and Performance teams, to further integrate DEI practices into the business and employee lifecycle.
- Improve and expand company-wide trainings centered around belonging and psychological safety, increase participation and engagement from Affirmers, and measure the impact it has on Affirm.
- In continuation of our DEI metrics initiative, we plan to leverage intersectional data to aid in the creation of future programming.



DEI Team

Our efforts in 2023 and the first half of calendar year 2024 laid a robust foundation for a future where every Affirmer can thrive. We have sharpened our focus on our key DEI pillars—Hiring, Belonging, Activation, and Advancement—ensuring our inclusive culture empowers teams to perform at their best. As we navigate the evolving DEI landscape, our dedication to continuing to drive meaningful impact, transparency, and continuous improvement anchors our progress. Together, we will continue to cultivate a high-performing, inclusive culture that not only supports, but celebrates the diversity that drives our success. Our journey is ongoing, and the work we do today will pave the way for a more equitable and prosperous tomorrow.

In community,

The DEI team



Marsha Nunes (she/they)
DEI Program Manager



Sharon Prudencio (she/her)
DEI Specialist



Elizabeth Camacho (she/her)
DEI Specialist

10 Appendix

APPENDIX

Data methodology

2024 data reflects Affirmers from June 30, 2023 through June 30, 2024. We will publish our annual DEI report in alignment with our fiscal year calendar moving forward. Historical numbers may differ slightly due to rounding and corrections in methodology year over year. All reporting on gender, unless otherwise stated, reflects global data. Affirm reports on global non-binary gender, using global self-identified data.

Affirm defines non-tech roles as all roles not in Engineering, Growth Analytics, Product, InfoSec, IT, and Risk. Affirm defines Tech roles as those in Engineering, Growth Analytics, Product, InfoSec, IT, and Risk.

To see more demographics, including information on individual contributors and engineering-specific statistics, please visit the DEI page on Affirm's website here: <https://www.affirm.com/diversity-inclusion>

To see this data using U.S. government reporting categories, view our EEO-1 report here: [\(Affirm's EEO-1 report.\)](#)