



In Pursuit of the
GREATER GOOD

Corporate Social Responsibility (CSR) Report 2016

Menu

Overview

A Message from Our CEO.....	4
Our Approach to CSR.....	5
Overview of 2016.....	6
Issues Material to Our Business.....	8

Company

Organizational Profile.....	11
Business Overview.....	12
Governance and Business Practices.....	13

People

Our Workplace and Culture.....	16
Our Associate Benefits Programs.....	25

Community

Community Impact.....	28
Skills for the 21st Century.....	30
Support for Small Businesses.....	34
Financial Well-Being.....	36
Increased Access to Financial Services.....	38
Affordable Housing.....	40
Supplier Diversity.....	43

Environment

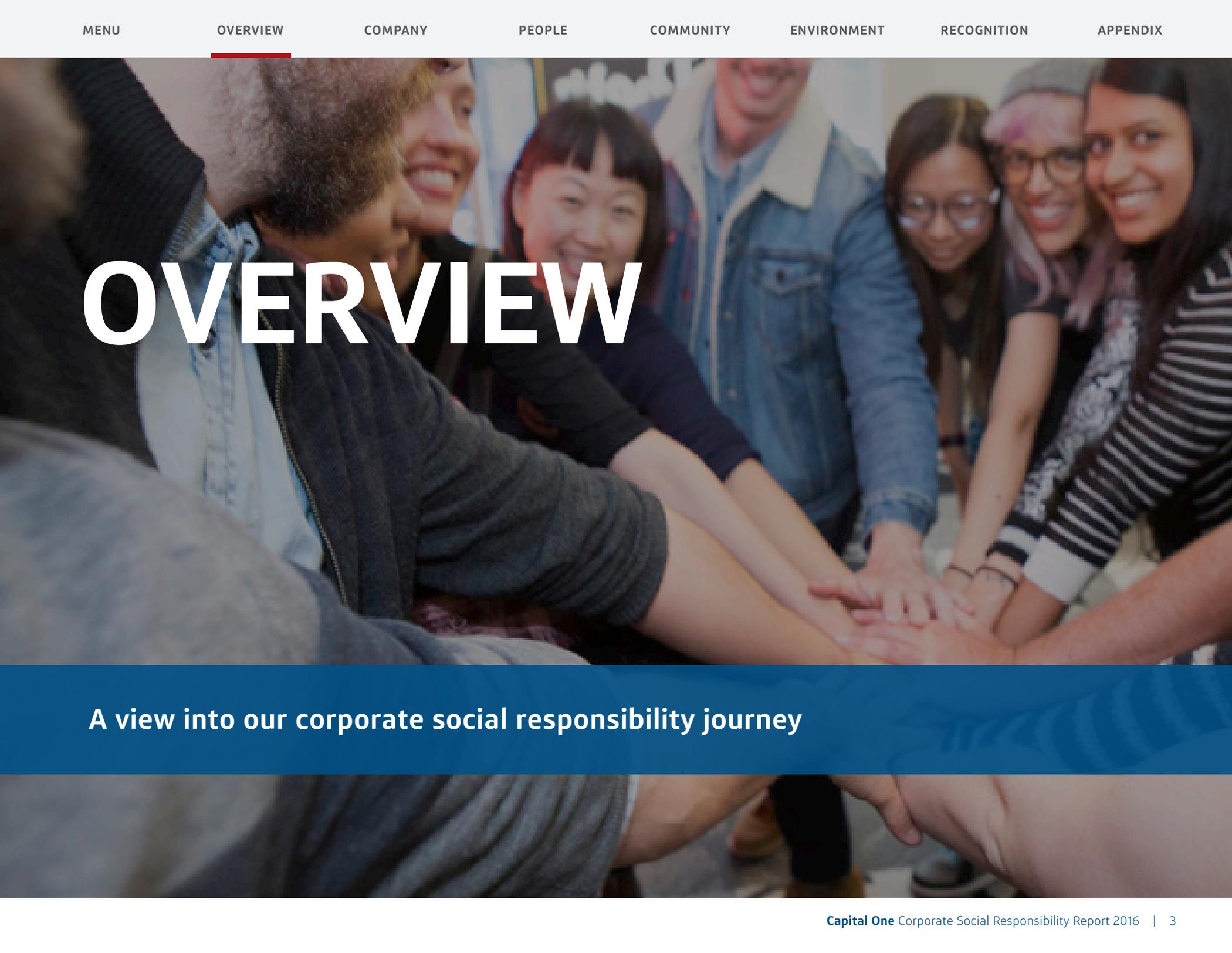
Environmental Sustainability.....	47
Our Commitments.....	48
Our Operations.....	50
People and Communities.....	53
Environmental Data.....	55

Recognition

Awards and Recognition.....	58
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Appendix

About This Report.....	61
GRI Index: G4 Standard Disclosures.....	62
External Verification Statement.....	65



OVERVIEW

A view into our corporate social responsibility journey

A Message from Our CEO



Since our founding days, we have been on a quest to build an enduringly great company with the talent, scale, capabilities, and financial strength to compete and win as banking rapidly evolves. In 2016, we continued to grow with quality, innovate with technology, and lead with humanity. Our multi-year investments in foundational technology and capabilities are paying off and having multiplicative impact on our ability to deliver innovative products at digital speed.

We added talented executives and associates to our company. We fostered our culture of excellence and do the right thing. We helped our customers succeed. And, we invested to help our people and communities thrive.

Building a world-class technology and information company starts with people and giving them the chance to be great – as associates, leaders, family members, and citizens. Our workplace environment is one in which collaboration, openness, and elevating others are valued. We are committed to diversity and inclusion and believe that teamwork and respect for each other lead to superior results. And we have created a culture based on the meritocracy of ideas where performance is celebrated and rewarded.

Our associates bring skill and care to every interaction as they work on behalf of our customers, clients, and communities. They have a deep understanding of our responsibility to help our customers achieve their goals and live their best life. We believe that our business can only be successful when our communities are healthy. We provide resources and education to help individuals, families, and small business owners plan, save, and invest for tomorrow.

Our associates are very generous with their talents and time. In 2016, they spent more than 394,000 hours volunteering to help hundreds of educational, community, and charitable programs.

We gave more than \$48 million to nonprofit organizations that helped build economic opportunity in the communities where our associates and customers work and live. And Capital One provided more than \$12 billion in loans and investments, helping to create more than 11,000 affordable places to live and more than 12,000 jobs.

This is an extraordinary time. The forces of digital disruption are accelerating and technology is changing everything. However, we are mindful that many people do not have access to the digital world. Through FutureEdge™, our five-year, \$150 million commitment, we're making grants to organizations that help people prepare for 21st-century jobs and enable entrepreneurs to harness technology to grow their businesses.

In the pages that follow, you will learn more about who we are, how we're changing banking for good and how we're helping our communities thrive.

Richard D. Fairbank

*Founder, Chair, and Chief Executive Officer
Capital One Financial Corporation*

Overview | Our Approach to Corporate Social Responsibility

Our Approach to Corporate Social Responsibility

At Capital One, we provide innovative financial solutions to help people succeed and to make life better in the communities in which we operate. Our approach to corporate social responsibility continues to evolve each year, but we always remain focused on three core elements: Our **people**, our **community**, and our **environmental footprint**.

It's About People

As part of our Mission, we aim to bring humanity to banking. It is fundamental to every aspect of our business operations and it underscores our commitment to putting people first.

- For our customers, our products are innovative, simple to use, and deliver tremendous value for individuals of all backgrounds.
- For our associates, our culture is built on openness, collaboration, and diversity of backgrounds, perspectives, and experiences.
- For our communities, we use our resources to provide people with opportunities to learn, work, and secure a stronger financial future.

Trust is essential to our success, and we place a high bar on making thoughtful business decisions and being transparent in our communications with our customers and stakeholders. We facilitate ongoing dialogue with all of our stakeholders, incorporating their feedback as we evolve our products and services.

It's About Community

For us, delivering real, lasting change is the result of longstanding commitments and strong community-based partnerships. The programs and partnerships we pursue integrate Capital One's core strengths with the skills, expertise, and experiences of others to maximize our impact. As a financial services company, we will continue our focus on spurring economic growth and creating opportunities for many.

It's About the Environment

Our environmental efforts are rooted in our sense of accountability for our actions – both to our stakeholders and society as a whole. We are committed to continuously improving the environmental sustainability of our business, to reducing the impact of our operations, and to using resources and materials thoughtfully. We continue to engage our associates, customers, suppliers, and other stakeholders in our environmental efforts, and we made significant strides together in 2016.



OUR PEOPLE



OUR COMMUNITY



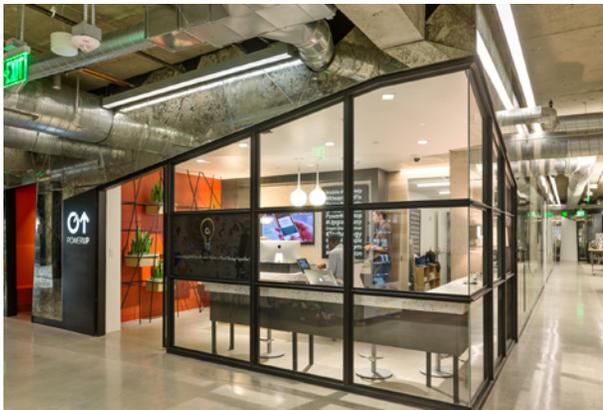
OUR ENVIRONMENTAL
FOOTPRINT

Overview of 2016

In 2016, we continued the momentum started two decades ago. We have built a talent model, technology foundation, and business strategy that leverage information analytics to make smarter decisions, manage risk, and help our customers succeed by putting innovative digital products at their fingertips. We've also made long-term investments in our associates and our communities.

Building a Leading Information-Based Technology Company

Simply put, technology is changing everything we do. The breathtaking pace of innovation and strong forces of disruption in today's world present defining strategic opportunities and risks for Capital One and our peers. With consumers' increasing reliance on mobile and the proliferation of technology, consumer behavior continues to evolve rapidly and dramatically.



As the battle for the front door to banking intensifies, our multi-year investments in foundational technologies and capabilities are paying off and having significant impact on our ability to deliver innovative products at digital speed. Our efforts are getting noticed: InformationWeek® magazine ranked Capital One as the #1 Most Innovative User of Business Technology in 2016.

Building a world-class technology and information company starts with the right people. Throughout 2016, we have added to our team of talented executives and associates in areas such as information security, cloud infrastructure, data technology, and mobile and web development. We're engaging deeply in the technology community, arming our associates with cutting-edge tools and training, and transforming our workspaces to support an agile work environment and increased collaboration.

Delivering Innovative Products and Helping Customers Succeed

At Capital One, we measure our efforts by the success our customers enjoy. We stay attuned to their insights and candid feedback to ensure we are delivering innovative products and tools that meet their changing needs. In 2016, we continued reimagining our brand experience and finding new ways to support customers through the opening of Capital One Cafés in attractive markets like Boston, Los Angeles, San Francisco, Seattle, and Miami. With the help of local café ambassadors, Capital One is helping customers understand their finances and meet

their money goals using innovative solutions like smart ATMs, side-by-side tablets, interactive displays, and the full suite of Capital One tools and apps.



In March 2016, Capital One also became the first bank to introduce voice-enabled transactions on Amazon's Alexa® platform. Now, customers can ask Alexa to check their balance, make payments, and review recent transactions. Through this new Alexa skill, we're helping more customers engage in real-life conversations about money and feel confident in knowing that we've got their backs, no matter where they are.

Our customers face a wide range of financial circumstances, and we want to help them succeed when it comes to managing their finances. For instance, we're making it easier for our customers to use credit wisely. We encourage borrowers to pay more than the minimum and educate them about the benefits of paying down balances. Our alert and auto pay features help people manage their money and pay on time. Customers and non-customers are using CreditWise® to understand, monitor, and improve their credit scores, while mobile customers are enjoying expanded features of the Capital One Wallet including purchase alerts and enhanced controls for security and fraud prevention.

Overview | Overview of 2016

Helping Communities Thrive

Our approach to community engagement encourages both positive change within the community and personal pride for our associates. Our associates are unfailingly generous with their time and talents outside of the office, volunteering at rates that far exceed the national average.

In 2016, associates spent more than 394,000 hours serving individuals and communities in need in 2016. We gave more than \$48.1 million in philanthropic grants to nonprofit organizations that help create economic opportunity in communities where our associates and customers live and work. We also provided more than \$1.2 billion in loans and investments, creating more than 11,000 affordable places to live and more than 12,000 jobs.

IMPACT THROUGH INVESTMENT



\$48.1 MILLION
in philanthropic grants



\$1.2 BILLION
in loans and investments

Our efforts in the community require an increasingly digital focus. Following the launch of our Future Edge™ initiative in 2015, we are investing \$150 million in community grants and initiatives to prepare people for the jobs of today and

tomorrow, spur small business development, and provide money management resources to help prepare people for future economic success. Through the dedication of Capital One associates and the work of community partners, we are providing support for individuals dreaming of a better job, a thriving business, and a more secure future.

Community Reinvestment Act (CRA)

Capital One is fully committed to the spirit, intent, and requirements of the CRA, which encourages banks to provide services for low- and moderate-income communities. Many activities, initiatives, and goals included in this report demonstrate that ongoing commitment.

Reducing Our Environmental Impact

Recognizing the real threat of climate change and our ongoing responsibility as a good corporate citizen, we continuously seek out new and effective ways to reduce our environmental impact and improve our operations. We have made significant progress reducing the greenhouse gas (GHG) emissions of our facilities, sourcing more renewable energy, increasing the number of green-certified buildings, using more environmentally preferred paper, and engaging associates in environmental sustainability efforts. After successfully meeting our previous goal, we are working towards a new, ambitious goal to reduce our GHG emissions.

Associate engagement is critical to the success of our sustainability efforts. Whether they are recycling and reducing food waste at the office, participating in Capital One's carpooling pilot program, or working with fellow associates to create greener communities, associates are driving results.



of our non-branch office portfolio is now
GREEN-CERTIFIED
by Leadership in Energy and
Environmental Design (LEED)

Through our investment in energy-efficient buildings, approximately 50% of our non-branch office portfolio is now green-certified. We also have surpassed our goal of using 70% of all paper from environmentally preferred sources. In 2016, we increased our purchase of renewable energy credits to 88,756 megawatt hours – resulting in 18% of our total electricity usage coming from renewable energy sources.

Issues Material to Our Business

Fair and Transparent Services

As part of our ongoing effort to bring simplicity to banking, we offer fair and transparent products and services. By providing clear, easy-to-understand information about our product terms and equipping our customers with the tools they need to make sound product choices and financial decisions, we help take the guesswork out of financial management. Capital One customers have multiple touchpoints – online, through mobile devices, over the phone, and at our retail storefronts and Café locations – to interact one-on-one with Capital One associates to get personalized guidance. We understand that our success as a company is inextricably linked to the success of our customers, and we make every effort to support them through clear and fair practices.

Operational Excellence

Customers entrust Capital One to protect their livelihoods and make it both simple and safe for them to manage their hard-earned money. Beginning with our highest-level executives and extending to associates across the organization, we are guided by our commitment to operational excellence and have fostered a culture that consistently rewards accountability, transparency, and integrity. Every Capital One associate plays a role in ensuring that we honor our commitment, and should feel empowered to use his or her voice to drive positive change within the organization.

The quality of the customer experience is the ultimate test of our operational excellence. In assessing our success, we ask ourselves key questions: Do customers have access to the highest quality financial products and services? Are customers treated fairly, honestly, and respectfully in every interaction with Capital One? Are customers equipped with the latest information about issues that impact them and their finances? These important questions drive our work and help us ensure we're meeting the needs and expectations of those we serve.

Access to Financial Services

Among Capital One's millions of customers, we find individuals at every point in their financial journey. We are committed to helping our customers successfully achieve their financial goals and implement the appropriate guardrails to help them stay on track. Our diverse portfolio of products enables us to meet the needs of each customer, including our low- to moderate-income customers. Features such as free payment alerts and automatic payment options help customers avoid fees and better manage their money, while Capital One CreditWise® enables cardholders to see their credit profiles, track their progress, and learn how to strengthen their credit.

We are mindful of where and how our customers want to interact with their bank. That's why, as we consistently innovate and evolve our digital products available online and via mobile, we're also mindful of providing access to our products and services via our retail storefront locations and other non-digital channels.

We work to ensure that our customers who have disabilities have equal access to our products and services. For these individuals, we provide auxiliary aids and services, and make reasonable modifications to policies, practices, and procedures – at no additional charge. We continue to take steps to improve web accessibility on www.capitalone.com, and to our other digital properties. We're also continuously studying best practices and the Web Content Accessibility Guidelines issued by the World Wide Web Consortium and implementing those that will best serve our customers.

Diversity and Inclusion

Capital One has established a culture that values diversity and fosters an inclusive and collaborative business environment where every voice is heard and matters. When our associates bring an array of backgrounds and perspectives to the company, new ideas emerge that enable us to offer better products, services, and experiences to our customers. Embracing diversity is critical to attracting and retaining the best talent, and strengthens Capital One from the inside out.

Inclusion of local businesses and diverse suppliers in our operations also helps us better serve our customers. Working alongside our associates, these businesses add to our capabilities and bring individuals with unique skills that enhance our workforce, add to creativity and innovation, and increase our efficacy and efficiency.

Overview | Material to Our Business

Community Involvement and Investment

For Capital One to succeed as a company, the communities in which we live and work must thrive. We are committed to promoting economic opportunity for our communities and the businesses, families, and individuals within them. To ensure that we make real and lasting change, we rely on a vast network of nonprofit organizations and local leaders who are dedicated to providing educational opportunities, job training, safe and affordable housing, financial literacy, and small business development. Capital One takes great care in fostering these partnerships, and counts on the engagement of associates across the company to maximize the impact of our philanthropic strategy. Fundamentally, we participate in our communities because we believe we can achieve more when we work together and it is the right thing for a company of our size, reach, and capabilities to do.

Identifying Material Issues

To identify and prioritize material issues:

- A cross-functional team of Capital One associates, made up of subject matter experts and business line executives, provided insights about the opportunities and risks most impacting the company's day-to-day operations and long-term success.
- Conducted thorough audits of both internal and external information to better understand the company and the financial services industry as they relate to social responsibility.
- Reviewed and prioritized a range of issues, from business practices to diversity and inclusion to our impact on communities and the environment.

Bringing Simplicity to Disclosures

We are recognized as an industry leader in customer disclosures – in both our marketing and customer account materials. Capital One was one of the first to adopt the Pew Charitable Trusts' "Model Disclosure Box," making it easier for consumers to compare checking account fees.

For the fourth year in a row, we earned a perfect score for transparency in a 2016 survey by financial website WalletHub®. And, according to Card Hub®, Capital One had the clearest credit card applications for the seventh straight year, receiving a perfect score of 100% in 2016.



For More Information

Click below to learn more about each of the following:

- [INVESTING FOR GOOD](#)
- [NEWSROOM](#)
- [ABOUT US](#)



OUR COMPANY

A view into who we are as a business

Organizational Profile

2016 Associates



47,300 Total Associates

41,300 Total U.S.-Based Associates



Countries with Associates

U.S., Canada, U.K., India, Philippines

A Delaware Corporation headquartered in McLean, Virginia, Capital One Financial Corporation is a financial services holding company with banking and non-banking subsidiaries. Capital One offers a broad spectrum of financial products and services to consumers, small businesses, and commercial clients through a variety of channels.

2016 Community Investments



\$48.1 Million
Total Philanthropic Giving

\$1.2 Billion
Loans and Investments

2016 Operations*



126 Office Locations

675 Branch Locations

1,781 ATMs

**Approximate numbers*

Businesses & Brands

Businesses

- Capital One Financial Corporation
- Capital One Bank (USA) National Association (COBNA)
- Capital One, National Association (CONA)

Business Segments

- Credit Card: Domestic Card, International Card
- Consumer Banking
- Commercial Banking

Brands

- Capital One
- Capital One Credit Card
- Capital One Bank
- Capital One Commercial Banking
- Capital One Auto Finance
- Capital One Home Loans
- Capital One 360
- Capital One Investing
- Spark Business

2016 Financials (in millions)



\$25,501 Total Revenue

\$3,751 Total Income

\$357,033 Total Corporate Assets

\$236,768 Total Deposits

2016 Financials by Business Segment (per income in millions)



\$2,160 Credit Cards



\$870 Consumer Banking



\$575 Commercial Banking

As of December 31, 2016

Business Overview

Capital One has one of the most widely recognized brands in America, and is one of the nation's top 10 largest banks based on deposits.



Credit Card



Consumer Banking



Commercial Banking

We operate in three primary business segments:

Consists of our domestic consumer and small business card lending and the international card lending businesses in Canada and the United Kingdom.

Consists of our branch-based lending and deposit gathering activities for consumers and small businesses, national deposit gathering, national auto lending, and consumer home loan lending and servicing activities.

Consists of our lending, deposit gathering, and treasury management services to commercial real estate and commercial and industrial customers.

Community Impact:

Through our Credit Card business, we play an important role in helping people manage their finances, use credit wisely, and plan for their future. We use technology that looks out for our customers, connecting them with information, products, and tools that help them succeed.

Through our Consumer Banking business, we are able to provide a broad array of financial services to customers at a local, community-centered level.

Through our Commercial Banking business, we provide a wide variety of products and services to help businesses of all sizes grow, develop, and achieve long-term goals.

Loan Portfolio By Segment / % of Total Portfolio:

\$105.6 Billion / 43%

\$73.1 Billion / 30%

\$66.9 Billion / 27%

Governance and Business Practices

Capital One Board of Directors

Our Board of Directors reinforces that sound corporate governance principles and practices:

- Are vital to the future success and growth of Capital One.
- Create a foundation for the effective functioning of the board, its committees and Capital One as a whole.
- Are critical to preserving the trust of our stakeholders, including stockholders, associates, customers, suppliers, governmental entities, and the general public.

Visit the [Investors](#) section of our website for information on current directors and their committee assignments as well as copies of committee charters.

Corporate Values and Ethics

Capital One's corporate culture is built on two core values: **Excellence and Do the Right Thing**. *Excellence* describes how Capital One associates perform as individuals, as teams, and as an organization. *Do the Right Thing* describes how our associates interact with each other and our customers.

Our Values and their supporting attributes serve as the basic framework for how associates conduct themselves day-to-day, through their behaviors, decisions, and interactions. Capital One's Values also embody our commitment to ethical business practices and guide the decisions we make every day.

Our Code of Business Conduct and Ethics

What is it? The Code of Business Conduct and Ethics outlines the company's expectations of every Capital One director, officer, and associate.

What does it do? Each associate plays a role in building and maintaining Capital One's brand and reputation. The Code provides practical information and resources that help each associate enhance relationships with customers, each other, and our stakeholders.

Who oversees it? The Board of Directors adopts and oversees it.

How do employees learn about it? Each year, associates are required to certify their knowledge of and compliance with the Code of Business Conduct and Ethics in a computer-based training.

The Board of Directors has four standing committees:



AUDIT



RISK



GOVERNANCE &
NOMINATING



COMPENSATION

Company | Governance and Business Practices

The [Code of Business Conduct and Ethics](#) is available on our website.

We expect all Capital One associates to responsibly manage company information, and place particular emphasis on protecting the confidentiality of information that customers and consumers entrust to us. The Code of Business Conduct and Ethics also outlines the need for Capital One associates to avoid conflicts of interest and treat each other fairly and with respect. We provide each associate, regardless of level, with the information and tools to discuss and report suspicions of wrongdoing, including an **Ethics Line** and contacts in Human Resources, Corporate Ethics and Investigations, Information Security, and Global Security.

Protecting Customer Information

Capital One has fundamentally altered traditional industry ways of working through digital technology, and we are leading the way in the future of banking as a service, driven by an open platform approach. Our associates are focused on building digital solutions that provide customers with effortless and personalized experiences and deliver great value so that they can live their best lives confident that we have their backs. For example, our new Second Look® feature provides round-the-clock account monitoring and automatic customer notifications, while our new line of Digital Identity Products balance a simple, elegant user experience with advanced identity capabilities. We place a high priority on protecting customer information and strive to put customers in control of their financial lives. We are committed to setting industry standards for financial data sharing that emphasize security, privacy and transparency.

Community Advisory Council

Established in 2013, our Community Advisory Council helps to build deep relationships with civic leaders, community representatives, and consumer advocates. Through this forum which meets bi-annually and includes the participation of our CEO Rich Fairbank and other senior leaders, we have access to a variety of perspectives and can engage in an informed dialogue that has resulted in the Council's shaping some of our products, policies, and practices.

In 2016, discussions among this group ranged from exploring transformations in retail banking, the development of digital tools for seniors, consumer lending, including Card and policies and practices designed to help distressed customers, and commercial banking. Several executives joined the discussions including CEO Rich Fairbank, former Card President Ryan Schneider, Commercial Bank President Mike Slocum, and CFO Stephen Crawford.



For More Information

Click below to learn more about each of the following:

- [INVESTORS](#)
- [NEWSROOM](#)
- [POLICY AFFAIRS](#)
- [INVESTING FOR GOOD](#)

OUR PEOPLE

A view into our talented team and inclusive culture

People | Our Workplace and Culture

Our Workplace and Culture

Since we were founded more than 20 years ago, our success as a company has relied on bringing together the best, brightest, and most talented team of associates. Our workforce of 47,300 associates is our largest and most valuable investment as a company, bringing a unique array of passions, perspectives, and experiences that keep Capital One moving forward.

In 2016, thousands of talented new associates joined Capital One. They took on roles as customer advocates, technology explorers, product innovators, and company builders. Each one plays an integral role in bringing our mission to life and driving our continued transformation as a world-class technology and information company.

Our approach to recruiting, hiring, and retention is, and always has been, simple: **Attract great people and give them the opportunity to be great.** By creating an environment that fosters collaboration, values diverse perspectives, and encourages innovative ideas, we put associates in control of their careers and empower them to develop products and services that improve the lives of our customers.

In 2016, our tireless efforts to make Capital One a destination employer and a truly great place to work for associates of all backgrounds did not go unnoticed. We were recognized on a number of high-profile lists, including:

- *Fortune*® Magazine “World’s Most Admired Companies” for 2016
- *Fortune* 50 Best for Diversity
- *Fortune* Best Places for Working Parents
- *Fortune* 100 Best Workplaces for Women
- Human Rights Campaign – Corporate Equality Index 100%
- *Working Mother*® 100 Best Companies of 2016
- Anita Borg Top Companies for Women Technologists
- *G.I. Jobs*® Military-Friendly Employers (37)
- *CAREERS & the disABLED* Magazine “25th Annual Top 50 Employers”

We continue to cultivate a workplace where every associate feels a sense of belonging and is empowered to bring their passions, ideas, and unique life experiences to their work each day.

2016 Workforce Diversity

54%

Women



46%

Men



48%

Diverse Races & Ethnic Backgrounds



47,300

Total Workforce
U.S., U.K., Canada, India, Philippines

87%

U.S.-Based Employees

People | Our Workplace and Culture

We have built a workplace culture on the foundation of key values:



EXCELLENCE



DO THE RIGHT THING



OPENNESS



INCLUSION



COLLABORATION



DIVERSITY ACROSS
MULTIPLE DIMENSIONS

Workplace Diversity and Inclusion

We aspire every day to create the best experiences for our associates and our customers. This begins with our commitment to building and fostering a diverse and inclusive culture where every voice is heard. The collective wisdom that comes from our distinct experiences, backgrounds, and points of view is the fuel that drives us to continually deliver innovative products and services for our customers. By embracing diversity in an inclusive environment, we enable our associates to contribute their best, authentic ideas to create lasting value for the company.



A Capital One associate participates in Women in Tech Demo Days, which aim to foster a love of tech in girls and help women technologists thrive in their careers, communities, and leadership.

People | Our Workplace and Culture

2016	TOTAL RACE/ETHNICITY								Total Women
	White	Black/African American	Hispanic/Latino	Asian	American Indian/Alaskan Native	Native Hawaiian/Other Pacific Islander	Two or More Races	Total	
Exec/Sr. Officials & Managers	84.0%	2.4%	2.4%	9.9%	0.2%	0.2%	0.9%	1.3%	25.9%
First/Mid-Level Officials & Managers	69.8%	8.1%	7.2%	13.7%	0.1%	0.1%	1.0%	7.6%	36.9%
Professionals	60.3%	7.8%	4.4%	25.7%	0.2%	0.2%	1.4%	41.5%	40.9%
All Others	40.6%	34.0%	15.9%	5.5%	0.4%	0.2%	3.2%	49.5%	68.5%
Total 2016	51.6%	20.7%	10.3%	14.6%	0.3%	0.2%	2.3%	100.0%	54.0%

* "All Others" includes the following EEO-1 Job Categories: Technicians, Sales Workers, Administrative Support, and Service Workers.



An associate shows her support for LGBTQ+ individuals as part of Capital One's June Pride month celebration.

Our Commitment to Diversity & Inclusion

"We want to unleash the talents of our more than 40,000 associates to deliver on our mission to bring ingenuity, simplicity, and humanity to banking. We embrace a meritocracy of ideas without regard to sex, race, color, age, national origin, religion, sexual orientation, gender identity, protected veteran, disability, or other protected status. We have embedded diversity throughout our talent acquisition, talent management, and supplier practices, and our efforts have been recognized. Among many awards, we're honored to have been named a Top Company for Executive Women and one of the Best Places to Work for LGBT and Disability Inclusion. We've also been recognized by the National Minority Supplier Development Council with a Corporation of the Year award for Corporate Excellence in Access to Capital."

RICHARD D. FAIRBANK | Chair, Chief Executive Officer and President, Capital One Financial Corporation

People | Our Workplace and Culture

Diversity & Inclusion Advisory Board

The Diversity and Inclusion (D&I) Advisory Board is made up of representatives from our Enterprise Diversity & Inclusion team, Diversity Champions, and leaders of our Business Resource Groups for each line of business. The purpose of this Board is to keep a focus on our enterprise diversity and inclusion strategy and to help the line of business Diversity Champions align their local goals to that strategy. In this way, we ensure we have a cross-functional team of associates working collectively toward a united set of goals.

In July 2016, we welcomed a new Chief Diversity and Inclusion Officer (CDIO), Meghan Welch, as well as our new Vice President of Diversity and Inclusion, Melissa McDevitt. By expanding the presence of our corporate Diversity and Inclusion team, we doubled-down on our commitment to building a truly diverse workforce and breathed new life into our ongoing efforts.



“As we aspire to transform an industry and create the best experiences for our customers and each other, we remain committed to building and fostering a diverse and inclusive culture where every voice is heard and matters.”

MEGHAN WELCH | Chief Diversity & Inclusion Officer

We also set out to achieve more by increasing engagement with our internal business partners across the enterprise and in our local communities. We’re driving greater accountability for action and results, spurring many of our business lines to create dedicated Diversity Councils to align their efforts to the broader enterprise diversity and inclusion strategy.

Powered by Perspective

**POWERED BY
PERSPECTIVE**
Diversity and Inclusion

a diverse and inclusive culture. The multi-dimensional campaign brought our inclusion story to life across internal and external touchpoints, with an emphasis on first-person associate stories. A dedicated Powered by Perspective microsite details Capital One’s inclusion story for our external audience, including prospective talent who place significant value on a diversity of perspectives in the workplace. The success of Powered by Perspective speaks to the power of our associates and their commitment to advancing this important conversation.

In May 2016, we launched our **Powered by Perspective** campaign to raise awareness about our commitment to building and fostering



Recruiting

Our time-tested approach to recruiting helps us maintain a strong workforce by demonstrating the type of company we are and engaging with prospective recruits in several different ways.

Showcase Capital One as a **“destination employer”** for exceptional talent.

Engage **communities across our footprint** in deep and meaningful ways.

Engage Business Resource Groups to **reinforce our efforts to attract, retain, and develop associates.**

Build **long-term strategic partnerships** to source high-potential and high-performing talent within professional networks and affiliations.

People | Our Workplace and Culture

Business Resource Groups

In 2016, we took on a thoughtful and deliberate rebranding effort, transitioning our Associate Networks into what are now referred to as **Business Resource Groups** (BRGs). Through this new naming convention, we are better able to highlight the business value these groups bring to the enterprise as they continue to play a significant role in associate recruitment, development, and engagement. By leveraging the diverse insights of our BRG members, internal lines of business can gather unique and valuable insights for product development, corporate initiatives, and marketing campaigns.

Several of our BRGs proudly unveiled new logos.



“The rebranding marks an important milestone in our inclusion journey – it’s about better representation of the broad range of our experiences and cultures combined with shared roots and origins. It is also going to enable greater awareness among our associate population so that all Capital One associates can truly learn and participate across our Business Resource Groups.”

ATMA IYER | Accountable Executive, Asian Business Resource Group

In addition to delivering on strategic imperatives, BRGs also honor our workforce diversity through enterprise-wide observances of heritage celebrations such as Black History Month, Women’s History Month, Asian Heritage Month, Pride Month, Hispanic Heritage Month, National Disability Employment Awareness Month, National Military Appreciation Month, and many more.



In honor of June Pride month, our LGBTQ+ Business Resource Group (Out Front) with the support of associate allies, took part in Pride parades and festivals in cities across our footprint. LGBTQ+ associates received an overwhelming show of support and solidarity from their fellow associates following the tragic Pulse Nightclub shooting in Orlando, which encouraged more dialogue about inclusion at all levels across the company.

Developing Our Associates

Associate development is a key objective for all our BRGs. For example, both the Black and Asian BRGs sponsor dedicated career development programs for their members.

- The **Magellan Program** is designed to connect, educate, and empower Black/African American associates with the knowledge and skills needed to manage their careers. The intensive nine-month program enables participants to develop their personal brand and provides direct interaction with leaders from across the companies as they discuss their career paths. In 2016, Voices, the Black Business Resource Group, was selected by Diversity Best Practices to present a case study on the Magellan Program during the 2016 Network + Affinity Leadership Congress, which gathers employee resource groups from leading Fortune 500 companies. In 2015, Magellan was named as a winner of the Top 10 Innovations in Diversity Award by the Profiles in Diversity Journal.
- Our East Asian Growth and Leadership Effort (**EAGLE**) Program, sponsored by our Asian Business Resource Group, helps first generation East Asian associates reach their full potential, bridge cultural differences, address self-identified professional development goals, and leverage their talents and unique perspectives. Through the EAGLE Star program, Asian associates are awarded for their significant achievements and positive contributions to the EAGLE community and Capital One.

Development programs empower our associates to step confidently into more advanced leadership roles, both within our company and outside our walls, and we actively take steps to embed diversity and inclusion into these efforts.

People | Our Workplace and Culture

Diverse Distinctions

In 2016, the Hispanic Association on Corporate Responsibility (HACR) selected two associates from ¡HOLA!, our Hispanic Business Resource Group, for the Young Hispanic Corporate Achievers Award. Recipients of this prestigious award are selected based on exhibited leadership behaviors, achievements within their respective corporations, and a proven commitment to the Hispanic community. HACR selects only 35 young Hispanic leaders from across the country each year to ensure individualized attention and support.

Business Resource Groups (BRGs)

Black/African American (Voices) | Asian (Origins) | Capabilities | Hispanic (¡Hola!) | LGBTQ+ (Out Front) | Military (Salute) | Women (Empowher)



89 BRG CHAPTERS
across the Enterprise in 2016

26,000 ASSOCIATES
participating in a BRG

58% OF ASSOCIATES
holding membership in at least one
Business Resource Group

Snapshot of Business Resource Group Participation

2,325
Black/African American BRG

2,645
Hispanic BRG

2,887
Asian BRG

2,312
LGBTQ+ BRG

1,393
CapAbilities BRG

1,722
Military BRG

22,240
Women's BRG



35,524 Associates
GRAND TOTAL

*Data as of July 2016

Military Support



We are deeply committed to hiring veterans and military spouses, and continually seek out opportunities to connect with them through

national and local partnerships, career fairs, conferences, and sponsorships. Our relationship with the military community is passionately led by **Salute**, our Military Business Resource Group. This internal network of military associates, veterans and military spouses proactively supports our recruitment efforts and helps new associates make a successful transition into their roles at Capital One.

Our **Military New Hire Transition Program** is a six-month, self-paced program that uses computer-based training, webinars, and instructor-led courses to provide information and resources to help these associates successfully translate their unique skills to their jobs.

Our support of veterans and military families extends beyond our walls. In 2016, Capital One was a proud **sponsor of the Invictus Games** in Orlando, FL. Over 500 military competitors, representing 15 nations, gathered to participate in 10 sporting events, demonstrating the spirit of camaraderie among wounded, ill, and injured servicemembers. Additionally, Capital One championed the Hidden Heroes program as an employment and workplace supporter. **Hidden Heroes**, founded by Senator Elizabeth Dole, brings vital attention to the untold stories of military caregivers and seeks solutions for the tremendous challenges and needs they face.

People | Our Workplace and Culture

Women in Technology



Despite much progress, a significant gender gap continues to exist among the computer scientists, developers, and engineers who are shaping the future across industries. Our Women in Technology (WIT) program is designed to elevate the focus on women in the tech industry and help us build a robust pipeline of female tech professionals who will continue to transform the banking industry.

WIT is focused on providing:

- Student technology access and education for young girls.
- Networking and career support to retain young women in tech entering the workforce.
- One-on-one mentoring support for mid-career female technologists.
- Executive-level support to boost gender diversity in the field.

To help expand our presence in local communities, Capital One successfully launched the **Women in Tech Demo Days** in New York, N.Y., Plano, Texas, and Washington, D.C. The new program seeks to empower women technologists by connecting teams of women, allies, and community partners to drive a larger conversation around diversity and gender parity in tech.



Capital One associates, members of the AngelHack team, and meeting participants work together during a Women in Tech Demo Day in Washington, D.C.

More than 200 Capital One Women in Tech members and male allies represented Capital One at the 2016 Grace Hopper Celebration of Women in Computing, the world's largest gathering of women technologists. We returned as a Diamond Sponsor of Grace Hopper and funded attendance for 50 deserving college students.

Partners in Progress

We partner with organizations that encourage women of all ages to participate and succeed in **science, technology, engineering, and mathematics (STEM)**. These strategic partnerships help us deliver real results.

- Women Who Code
- Techsters
- AngelHack
- National Coalition of Girls Schools
- Black Girls Code

People | Our Workplace and Culture

The Power of Allies

Our Business Resource Groups (BRGs) reach across differences to encourage and promote ally engagement. Allies stand with BRG members and serve as ambassadors to increase awareness and understanding. 2016 saw a significant increase in the number of active allies, and momentum continues to build as more coordinated efforts are made to mobilize them across the organization.

THEIR ROLE

Allies help uncover unconscious bias, create a work environment that is equitable to all associates, and help build bridges where differences exist.

For Example



Men as Allies

Our Male Allies committee is an extension of Women in Tech that consists of senior-level leaders who advocate for women. Together, they drive initiatives to transform our culture to one that expects gender equality.

Valuable, Dependable, Capable: Supporting Those with Disabilities

Capital One is committed to supporting associates with disabilities. In 2016, we were proud to earn a perfect 100 on the Disability Equality Index for the second consecutive year, recognizing our efforts to drive greater disability inclusion through our policies and practices.

For the second consecutive year, we honored the anniversary of the Americans with Disabilities Act (ADA) and were a corporate sponsor of the US Business Leadership Network (USBLN) America's Disability Rights Museum on Wheels touring exhibit. The exhibit showcased the struggles, successes, and next steps in the ongoing fight for the full inclusion of people with disabilities across society.

CapAbilities Business Resource Group

Launched in 2014, the CapAbilities Business Resource Group provides a forum for associates with disabilities, caregivers of individuals with disabilities, and allies to get to know one another, create a support network, conquer stereotypes, and extend our outreach into local communities.

Voice of the Associate

Our **Voice of the Associate** program empowers frontline associates to share feedback and ideas to help continuously evolve our customers' experiences with us.



In 2016, VoA received over

96,000 submissions

from associates and implemented about

2,100 unique ideas

Recognition Matters

Associate recognition is a central part of our culture of collaboration. Our highest recognition is the **Circle of Excellence Award**, a quarterly award presented by our CEO in recognition of game-changing projects that impact how we operate or serve our customers. Since 1997, nearly 6,000 associates have been honored among our Circle of Excellence recipients, with 288 new honorees named in 2016.

Corporate Onboarding Program

Our Corporate Onboarding Program instills shared values, drives new associate productivity, accelerates results, and improves talent retention.

In 2016, Capital One had:



619

Total U.S. Onboarding Classes



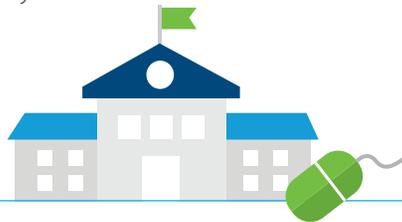
43

Total U.S. Onboarding Locations

People | Our Workplace and Culture

Capital One University

Capital One University (COU) offers hundreds of flexible and inclusive development programs and courses. We combine classroom, virtual, social, and online learning to support associate development across all business lines and learning styles.



CAPITAL ONE UNIVERSITY AT-A-GLANCE

IN 2016

85,092

participants (including contractors, associates, and third-party call center agents)

100%

of associates and third-party vendors participated in some form of training

662

instructor-led classroom courses

1,254

instructor-led virtual classroom sessions

4,368

unique eLearning programs

2.5 million

courses completed

EMPLOYEE TRAINING: BY THE NUMBERS

	Full time; Hourly Employees	Full-Time, Salaried Employees	Part-Time, Hourly Employees	Part-Time, Salaried Employees
On average, how many hours of training per year do regular full-time, hourly employees receive?	35	33	53	11
Estimated percentage of training directed to the employees' current job	57%	51%	48%	41%
Estimate percentage of training directed toward professional growth and development opportunities	43%	49%	52%	59%

Assisting Our New Hires

Starting a new job can feel like the first day of school – a mix of excitement and anxiety about what to expect. That's why we've put programs and processes in place to help create a welcoming and seamless transition for new hires.

For our new professional associates, we offer:

- An interactive class that introduces them to Capital One history, Mission, Values, and our Code of Business Conduct and Ethics
- Day-one access to laptops and systems
- An internal Onboarding website with comprehensive information and resources
- Executive-hosted virtual webinars

In addition, we provide guidance for managers on how to best support their new hires, and connect them with resources and information about the company, policies, procedures and ways to get involved. Our lines of business run supplementary onboarding programs to welcome new associates in their areas, familiarize them with their business, and get them set up for success.

Career Development Center

We encourage learning and growth at every stage of an associate's career. Our **Career Development Center (CDC)** offers associates an integrated, accessible, and collaborative career development experience. The CDC works directly with associates to define their professional interests and development goals, supporting them with the tools they need to take ownership of their careers.

Associates have access to a complete host of comprehensive tools and resources, including:

- Leadership roadmap
- Mentorship and networking
- Career assessments
- Customized career development training
- Manager training and best practices
- How to navigate through change
- Skills assessments
- Competency training

People | Our Associate Benefits Programs

Our Associate Benefits Programs

Taking care of our associates and their families is core to our values. Our benefits program is focused on helping our associates be well – physically, financially, and emotionally. We offer programs that address the varied needs of our diverse workforce giving our associates the support they need to live their best lives.

Family Friendly Leave

When our associates welcome a new child into their lives, we want them to take time away from work to spend with their new addition. In 2016, we enhanced our Parental Leave programs. We now offer our associates 18 weeks of paid time off for Maternity Leave and 8 weeks of paid time off for Paternity Leave, Adoption and Foster Care Leave, and Birth via a Surrogate.

Flexible Work Solutions

Often times, a traditional work schedule or location conflicts with an associate's personal commitments. We offer a Flexible Work Solutions program that provides associates flexibility with time, location, and technology, allowing us to work smarter as a team and adapt to individual needs.

Helping our Associates Be Well

We make it a priority to give our associates opportunities to focus on their health. Through our Be Well program, we offer a variety of interactive health and wellness resources and activities to help our associates and their partners improve nutrition habits, increase physical activity, manage stress, achieve a healthy weight, and take control of chronic health conditions.

Be Well Health Centers

When our associates and their immediate family members need medical care, they have the option of visiting one of our nine on-site health centers. Our health centers are a convenient way to treat urgent and non-urgent illnesses or injuries.

Child and Family Care

Life is full of surprises and unexpected challenges, which means our associates may occasionally need last-minute child or family care. When regular care plans aren't available, we offer our associates reliable dependent care benefits.

Employee Assistance

Our Employee Assistance Program is designed to support families managing family and personal situations. We offer 24/7 access to a robust set of services including telephonic and/or face-to-face counseling, legal and financial assistance, information on health and well-being, and much more.



People | Our Associate Benefits Programs



Be Well Resources

Free health screenings and preventive exams

Flu shots

On-site primary care health centers and pharmacies

On-site weight management programs and nutritional counseling

Healthy activity trackers

Wellness activity challenges

Subsidized memberships with Weight Watchers®

On-site fitness centers

Healthy lifestyle coaching

Online health programs

Care management nurses

Subsidized healthy menu items

Pharmacy discount program for chronic conditions



Capital One associates in Plano, Texas, make healthy eating choices at an outdoor market in recognition of Earth Day.

Educational Assistance

We support our associates who want to further their education and develop in their careers. Our Educational Assistance Program provides our associates with an annual budget to use for tuition, books, and eligible fees at accredited institutions.

Associate Discount Program

We offer a generous Associate Discount Program that provides easy online access to hundreds of everyday discounts, including travel, electronics, restaurants, and much more. Associates can also designate family members to take advantage of these discounts.

Looking Ahead

As we continue our work to build and maintain an open, diverse, and inclusive workplace – one that will strengthen our competitive advantage in the marketplace – we will focus on four key areas:

- Recruit, develop, retain, and promote top diverse talent to continue to drive the success of our company.
- Generate the best ideas from our people at all levels of the company and incorporate them into our business practices.
- Be a leader in the technology industry conversation around promoting girls and women in STEM education and careers.
- Continue to advance our regulatory, reputation building, and advocacy activities.

COMMUNITY IMPACT

A view into our commitment to build healthy, thriving communities

Community | Community Impact

Community Impact

At Capital One, we believe strong communities and strong business go hand in hand. We embrace opportunities to use our resources to help build healthy, thriving communities and equip more individuals, families, and small businesses with the tools and support they need to succeed. Through the dedication of our associates and strategic investments in community-based partnerships, we are doing our part to strengthen local economies now and for the future.

Our partner organizations understand the unique needs of the people we serve, and help us maximize the impact of our investments in a range of services, including **education and job training, safe and affordable housing, financial literacy skills building, and small business development.**

Making a positive impact in the communities in which we live and work requires ongoing collaboration, the dedication of our associates, and continuous innovation.

Taking Action Together

Over the years, we've found that we make the most impact in our communities by using all our resources - including the incredible talent and skills of our associates - to make a difference in our communities. And our associates love being a part of these solutions!



Through a comprehensive

program we call **Investing for Good™**, our associates can maximize the impact of their expertise and time, as well as the money we invest as a company.

Our focus on affordable housing, financial literacy, small business development, and workforce training, as well as substantial commitments of time and skill from our associates, have made a positive difference in the lives of hundreds of thousands of people.

In 2016, the company gave \$48.1 million to nonprofit organizations that help build economic opportunity in our communities. And to increase access to affordable rental housing, we also provided more than \$1.2 billion in loans and investments last year, creating more than 11,000 affordable places to live and more than 12,000 jobs.

Our associates are generous with their talents and their time. In 2016, they spent 394,000 hours in volunteer service. It is because of this dedication that Capital One was once again recognized as one of America's most community-minded companies in the Points of Light Civic 50.



394,000
associate volunteer hours



MORE THAN \$48.1 MILLION
in philanthropic grants



MORE THAN \$1.2 BILLION
in loans and investments

Community | Community Impact

Collaborating for a Cause

Members of the Card Partnerships Team aren't afraid to get their hands dirty in the name of community engagement and partnership. By participating in volunteer opportunities with local businesses, the Card Partnerships Team not only supports community needs, but also strengthens its business-to-business relationships through teamwork and fun for a cause. During a recent volunteer event, our associates came together in Baltimore on a warm summer day for a Habitat for Humanity project. In addition to the donated volunteer time, Capital One and partner Union Plus contributed financial support to further the construction of the much-needed Habitat for Humanity homes in Baltimore.

What's Your Future Edge™?



As technology propels us toward a more productive and prosperous future, the pace of change threatens to leave many behind. With looming gaps in education, skills, and earnings today, opportunity remains out of reach for too many. We recognize that making a difference in our communities today means increasing our focus on helping everyone gain the skills necessary to succeed in the digital age. Through our **Future Edge™ initiative**, Capital One is investing \$150 million over five years to help more Americans thrive in the ever-changing digital economy.

As technology propels us toward a more productive and prosperous future, the pace of change threatens to leave many behind. With

Our community grants and initiatives are focused on:

- **Skills for the 21st Century:** We're ensuring that people develop skills for the jobs of today and tomorrow.
- **Small Business Development:** We're introducing entrepreneurs to new technology solutions that will help them grow their businesses.
- **Financial Well-Being:** We're providing access to better tools and information so people at all stages of life can take better control of their personal finances and make the best decisions for their future.

Our associates are dedicated to helping provide for and educate anyone who dreams of a better job, a thriving business, and a more secure future.



“Working in the community together with our partner lets us pause from the day-to-day, pay it forward, and strengthen relationships in the interim. That’s an all-around win.”

NIA E. | MVP, Card Partnerships

Skills for the 21st Century

We believe access to the right knowledge and education is essential to unlocking one's potential. We promote continued learning by investing in human capital programs that expand educational opportunities for individuals of all socioeconomic backgrounds. Through our support of workforce development programs, we help job seekers develop marketable job and leadership skills at every level of their career journey. And we support organizations that align these skills to real jobs in their communities.

Our Partners

Since 2010, Capital One has invested nearly \$818,000 in **Per Scholas**, a nonprofit organization that provides technology access and education in underserved communities. Capital One supports Per Scholas' IT job training in New York, Dallas, and Washington, D.C. In Washington, D.C., Capital One is advising Per Scholas on a cybersecurity workforce training program for military veterans. Through its employer- and market-driven model, Capital One and Per Scholas adapt and develop curriculum based on local demand to ensure the long-term success of the program.

"Per Scholas students walked away with information that they could immediately apply to their career search in Information Technology. The ability to interact with Capital One associates about Capital One as an employer, and to get relevant and timely feedback on their pitches and interviewing techniques, was great."

MELISSA STALLINGS | Senior Director, Per Scholas

All the training Per Scholas provides is free of charge and the organization has seen students go from making about \$7,000 pre-training to an average of \$30,000 after—an increase of 429%.

Capital One Coders



In partnership with local public schools and organizations, our **Capital One Coders** program helps middle school students develop a greater interest in science, technology, engineering and mathematics (STEM) during a critical period in their education. Through the 10-week program, Capital One associate volunteers teach students in schools across the country about problem solving, teamwork, and the basic principles of software development and coding. Armed with their newfound digital skills and creativity, students create working mobile apps, and all participants receive a new computer and tablet to continue their digital journey.

The program has proven so successful that Capital One has begun offering Coders Camps during school breaks, which feature a hands-on coding experience,

Design Thinking training, and TEDx-style talks from Capital One executives, all culminating in a one-day hackathon.

Since the launch of Capital One Coders in 2014, we've:



worked with more than
7,000 students



given away
2,500 computers and tablets
to participating students



expanded the program to
9 cities

Community | Skills for the 21st Century

“As a site lead for our Capital One Coders program, I’ve been fortunate to be in a position to empower local middle school children by exposing them to technology through partnering with schools and community leaders to foster an early focus in software engineering. I was moved and impressed to see how many Capital One associates stepped up and volunteered to be mentors to these kids and how excited they are to participate in future activities.”

SHAUN W. | Master Software Engineer

HEART Empowers

Research shows that having digital skills has become an imperative for American workers. However, mastery of basic digital literacy skills – like developing spreadsheets and word processing – is lagging behind. Now, through Capital One’s **HR Employment Readiness Training (HEART)** Empowers program, we are giving HR leaders and associates the chance to use their skills to help underemployed high school graduates and adults earn a living wage.

- HEART EMPOWERS leverages the unique skills and talents of our HR team to help people bring their best selves to their next professional opportunity. Associate volunteers conduct mock interviews, review resumés, lead career panel discussions, and arrange professional headshots for participants.
- HEART IN A BOX focuses on developing skills in Microsoft Word, Digital Etiquette, LinkedIn, and Job Search Strategies. Volunteer activities vary based on participants’ skill sets and needs.



The HEART Empowers program started in our Plano office. Since its launch, **366 HR associates** have volunteered **1,940 hours** helping more than **25 organizations** across the country.

Year Up

For more than 10 years, Capital One has partnered with **Year Up**, a nonprofit organization offering a year-long program that provides urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education. We have invested \$2 million in the D.C., New York, Seattle, and Wilmington communities.

Our partnership with Year Up is one of the shining examples of our Future Edge™ portfolio, allowing Capital One to simultaneously help more individuals access a living wage and increase workforce diversity.

While Capital One’s support began as purely financial, our involvement over the years has allowed us to hire the program’s impressive young participants as interns and, eventually, transition them to competitive roles in the company. In fact, we’ve hired more than 35 former Year Up interns into full-time positions. During the past year, eight of those interns that now work on our Tech teams in Washington, D.C. and Richmond, VA, were promoted.

“It’s an amazing opportunity to be able to change your life in a year,” says Elias Woldemichael, a Jr. Software Engineer who completed the Year Up program and now works full-time at Capital One in our cybersecurity group.

General Assembly

In partnership with **General Assembly**, a global education institution, Capital One created the **Opportunity Fund**. This fellowship program provides training for individuals looking to gain the advanced digital skills needed to secure tech occupations. Fellowship recipients benefit from General Assembly’s immersive training programs, as well as placement in an upwardly mobile technology career path. Since committing \$1.1 million to General Assembly in 2014, nearly 80 low-income individuals in New York, Washington, D.C., and San Francisco have participated in the program after receiving fellowships.

“Learning web development turned out to be my beacon on my darkest days. And now I wake up every morning and try to learn to code. Because nothing beats waking up and loving what I do.”

GENERAL ASSEMBLY PARTICIPANT | now a full-time web developer at The Washington Post

Community | Skills for the 21st Century

Community Spotlight: Future Edge™ comes to life in Dallas–Fort Worth



In recent years, Dallas-Fort Worth (DFW) has emerged as a major hub for education, technology, innovation, and entrepreneurship. Capital One is excited to have roots in this growing, business-friendly powerhouse, and we are committed to making DFW a coveted destination for top talent through our Future Edge™ DFW initiative.

Our local leaders are deeply involved with the success of this program, and bring it to life in several ways, including:

- **Capital One Coders:** Capital One associates have taught more than 250 DFW middle schoolers valuable coding skills.
- **Math Corp:** 350 DFW elementary school kids attended the summer camp program.
- **TechWeek:** Capital One sponsored the first-ever Dallas Techweek, bringing together entrepreneurs, visionaries, influencers, and thought leaders.
- **Tracking Trends:** Capital One commissioned the Institute for the Future to develop a report identifying significant trends that will shape DFW over the next decade.



A group of middle school students show off an app they developed as part of the Capital One Coders program.

“Through our Future Edge™ DFW initiative, we’re working with a variety of partners to grow the innovation and technology ecosystem within DFW that will fuel our economy and help our communities succeed in this rapidly-changing world.”

SANJIV YAJNIK | President, Capital One Financial Services, Dallas

AdaptivePath.org BarnRaise

Acquired by Capital One in 2014, Adaptive Path is a pioneer in user experience (UX) design. The organization provides UX consultancy to help businesses and organizations solve problems and improve their products, services, and systems through a human-centered approach.

Through Capital One’s Design pro bono program, **AdaptivePath.org**, we are helping transform communities by design. Associates work closely with nonprofit organizations to improve the user experience for their clients, which helps them maximize their impact in the surrounding community and deliver on their missions.

Together, Capital One and AdaptivePath.org host BarnRaise events, two and a half-day maker conferences that harness design methods to tackle social problems. Participants work in interdisciplinary teams to develop a user-centered understanding of a problem and prototype viable solutions in collaboration with community partners. It’s also a unique opportunity to learn about design while applying it to solve a problem.

During its first year, Capital One’s Adaptive Path volunteers have helped 34 nonprofit organizations through several successful BarnRaises, serving thousands of people in the San Francisco, Dallas, and Washington, D.C. communities.

Future Founders

Entrepreneurship requires a special set of skills. Successful entrepreneurs are generally creative problem solvers who can think fast and collaborate with others to reach innovative solutions to problems. Through our work with **Future Founders**, we help connect elementary- to college-age youth to experienced mentors and equip students with a toolkit of skills that empowers them to create their own opportunities. Rather than relying on others to achieve career success, Future Founders participants gain the confidence and insight necessary to believe in themselves and chart their own course.

“Capital One is Future Founders’ partner in innovation. The company has been a driving force in supporting our underserved youth and played a founding role as Future Founders expanded to work with millennial entrepreneurs. Student alumni (from the Fellowship that Capital One co-founded) created 44 full-time jobs, 93 part-time jobs, raised \$1.3 million in outside capital, and generated \$3.4 million in revenue in 2016 alone.”

SCOTT ISSEN | President & CEO, Future Founders

Community | Skills for the 21st Century

FAFSA & College Preparation

With the increasing cost of college, attendance often becomes a question not only of academic preparedness but also of affordability. Complicating the affordability issue is the complex process of applying for federal student aid through the Free Application for Federal Student Aid (FAFSA). Each year, millions of dollars of federal aid are left unused because students and their parents are unaware of, or uncomfortable with, the application process.

To help simplify the process of applying for federal student aid and to help students make the most of available resources, Capital One partnered with the Center for New York City Affairs at the New School to create

FAFSA: The How-To Guide for High School Students (and the Adults Who Help Them). This user-friendly resource decodes FAFSA and answers difficult questions that students and families frequently face.



FAFSA guide

During the 2016 “FAFSA season,” Capital One and the New School distributed 100,000 guides to every New York City high school and nonprofit organization operating college-focused programs.

Click below to download the guide:

[DOWNLOAD FAFSA GUIDE](#)



Support for Small Businesses

Small businesses play a critical role in supporting thriving communities – as employers, as agents for economic growth, and as symbols of progress and vitality for local residents – but owning one is not without its challenges. To help small businesses grow and expand, Capital One provides small business owners with increased access to capital and opportunities to interact with trusted mentors, coaches, and advisors.

Access to Capital

Many small businesses – particularly those in the earliest stages – do not yet meet the underwriting standards of large banks. When small business owners need financial assistance to make their businesses viable, Community Development Finance Institutions (CDFIs) can help. Capital One understands the unique role these institutions play in supporting small business owners, which is why we provide low-interest, Community Development loans to CDFIs to help capitalize small business loan funds.

Our longstanding partnership with **Kiva** provides another effective way for Capital One to help get capital in the hands of deserving entrepreneurs. We have become the lead U.S. investor in Kiva, and our support has allowed the global micro-lending organization to scale up its programs across the country, including the launch of its operations in San Francisco.

OUR COLLABORATION WITH KIVA



Since 2012,
our matching funds have supported
1,293 small businesses
nationwide with \$1.6 million in capital.

We invested **\$705,000** in
Kiva between 2014 and 2016.

We have fostered relationships with a wide network of CDFI partners that lend to emerging small businesses. These include:

- **EDCD Enterprise Development Group**, a metro-D.C. CDFI that provides financial resources and support services to LMI individuals, families, and small businesses.
- **Accion East**, one of the nation's leading providers of microfinance lending for startup and early-stage small businesses.
- **Valley Economic Development Corporation**, a nonprofit CDFI based in the Los Angeles area that helps small businesses unable to qualify for traditional bank financing.
- **Opportunity Finance Network**, a Philadelphia-based CDFI dedicated to ensuring that low-income and low-wealth people and communities have access to affordable and responsible financial products and services.

Community | Support for Small Businesses

Skill-Building and Mentoring

Getting Down to Business

Running a small business – no matter the industry – is never an easy task. Making the entrepreneurial dream a reality requires a firm grasp of basic technical skills and the confidence to approach challenges head-on. Our flagship Getting Down to Business program is an innovative technical assistance training program designed for small business owners.

Currently operating in New Orleans, Houston, and Dallas, this seven-month program addresses the core needs of small businesses through a multi-course curriculum. In addition to participating in a series of workshops, small business owners are paired with a team of financial advisors and coaches who provide one-on-one support. Upon graduation, participants receive a savings match up to \$2,000 from Capital One, as well as an Apple iPad® with specialized apps to support business needs. **In 2016, 38 small business participated in the program. All met their savings goals and earned a matching grant, and half increased their credit score by an average of 17 points.**

Hot Bread Kitchen

Through our partnership with Hot Bread Kitchen (HBK), a nonprofit social enterprise based in New York, Capital One helps create pathways to professional opportunities in the culinary industry for low-income and vulnerable populations. In addition to providing grant funding to support HBK, our associates lead workshops on a range of topics including cash flow management, customer service, access to capital, and financial literacy for organization staff and incubator members.

In 2016, 16 businesses received financial counseling to improve their financial position and access financing. Six of the businesses obtained loans totaling \$168,000.

Empowered Women International

Our work with Empowered Women International (EWI) is focused on elevating female business owners and supporting diverse populations. This Washington, D.C.-area nonprofit organization creates jobs and entrepreneurial opportunities for immigrants, refugees, and other low-income women. Capital One provides ongoing support to the organization through representation on the EWI Board of Directors, grant funding and technical expertise to support EWI's Entrepreneur Fellowship for Women, and business coaching and judging for EWI pitch competitions.

This year, EWI served 375 women entrepreneurs through business development support services, including 63 women who completed comprehensive and intensive training courses.

Construction Contractors' College

We partnered with several nonprofit organizations to develop and launch Construction Contractors' College, a free, seven-month small business training and development program that equips qualified business owners in the construction trades with the information, resources, and guidance they need to successfully bid and win public and private construction contracts. In addition to workshops, each small business owner receives one-on-one coaching and mentoring from Capital One associates, as well as professionals from two partner organizations, SCORE and Money Management International. **The program's success in Houston led to the expansion of the program into the New Orleans area in 2016.**

Empowered Women International



EWI CREATES JOBS AND ENTREPRENEURIAL OPPORTUNITIES for immigrants, refugees, and other low-income women



Capital One provides ongoing support to EWI through **GRANT FUNDING AND TECHNICAL EXPERTISE**



EWI served 375 WOMEN ENTREPRENEURS through business development support services

Financial Well-Being

The economic challenges consumers have faced in recent years have highlighted the critical importance of financial knowledge and skills. Through our efforts in communities across our footprint and through national nonprofit relationships, we help empower individuals of every age to take control of their financial future. Through partnerships, tools, and resources, we help people gain a clear understanding of personal finances, inspire a broader interest in economics and finance, and provide real-time information and training to help individuals make the best financial choices.

Junior Achievement and Finance Park

Capital One places special emphasis on helping young people develop financial literacy skills. Through our longstanding partnership with Junior Achievement, we continue to expand the reach of Finance Park, an innovative financial education program that introduces money management and career exploration to middle and high school students.

The program begins with four weeks of in-classroom financial education. Students can then put their newly acquired financial skills to the test in a simulated city where they become adults for a day, making real-life decisions about savings, investments, budgets, and everyday purchases.



Students participating in Finance Park, a financial education program presented in partnership with Junior Achievement, work together to make real-life financial decisions.

Junior Achievement and Capital One



More than 15,000 Capital One associates across Louisiana, Maryland, New Jersey, New York, Nevada, Texas, and Virginia have served as volunteers.



Nearly 90 percent of student participants surveyed report feeling **more confident** in their ability to manage their personal finances and to be successful in the future.



More than 250,000 students have participated in the program.



Capital One has been honored to **receive the Gold U.S. President's Volunteer Service Awards eight times.**

Community | Financial Well-Being

Dress For Success

As part of our expansion of Capital One Cafés into new communities across the country, we have established a signature national partnership with **Dress for Success** affiliates in 11 markets. Dress for Success aims to empower women to achieve economic independence by providing a network of support, professional attire, and development tools to help women thrive in work and in life.



In 2016 alone, our support of Dress for Success has impacted the lives of **MORE THAN 1,235** underemployed and unemployed women.

This year, our Denver, Glendale, and San Francisco Cafés served as pilot host sites and formal sponsors of Dress for Success' Financial Education Program. During the 13-week series, more than 45 women across the three sites received valuable financial literacy training on everything from budgeting to credit management to their emotional relationship with money. Café Ambassadors served as session facilitators, investing a total of more than 60 volunteer hours to inspire confidence, courage, and belief in all participants. In fact, 80 percent of the women participating as part of the Denver cohort opened a savings account for the first time after having completed the program. In the coming year, Cafés are expected to graduate nine new cohorts, serving 180 women, through our Financial Education Program efforts.



“Partners, like Capital One, help Dress for Success Worldwide – West remove barriers to success and economic independence for more than 1,500 women per year. Capital One’s funding provides women with the skills and resources needed to reenter the workforce, retain their employment, and ensure that they have the knowledge to become financially savvy and healthy.”

XOCHITL HERNANDEZ | Director, Dress for Success Worldwide-West

Increased Access to Financial Services

At Capital One, we make providing banking to low- to moderate-income neighborhoods a key part of our commitment to help residents realize their financial goals, and work with partners who share our commitment to these communities.

Credit Connect

We ensure that our products and services touch down meaningfully in underserved communities through nonprofit partners who serve these communities. In 2016, Capital One launched **Credit Connect**, a program designed to introduce Capital One tools that help underserved communities build and repair credit to our nonprofit partners.



Credit Connect introduces Capital One tools that help underserved communities **BUILD AND REPAIR CREDIT** to our nonprofit partners.

Secured Card

We also engaged partners around the use of Capital One's **Secured Card** to help consumers build and repair their credit. In Chicago, for example, we partnered with the Chinese American Service League (CASL) to incorporate the Secured Card into CASL's credit-building programming. CASL is the largest, most comprehensive service agency in the Midwest dedicated to serving the needs of Chinese Americans. The program aims to improve participants' credit, savings, and overall financial capability. In eight months, CASL enrolled 46 people in the program and helped 34 participants establish or grow their credit with an average score of 687. With stronger credit scores, some participants have been able to realize lifelong dreams, including homeownership.

Smart Growth – Support for Distressed Consumers

Capital One also created the **Smart Growth Innovation Fund**. Smart Growth is an innovative program designed to help nonprofit credit counseling agencies think strategically about industry problems and test solutions to aid consumers in debt. In 2015 and 2016, Capital One provided \$115,000 in grants to six nonprofit credit counseling agencies, as well as additional grant support to a national nonprofit, the Corporation for Enterprise Development, now known as Prosperity Now. After receiving strategic guidance the previous year, three agencies received funding to implement newer, more effective programs in 2016.

Community | Increased Access to Financial Services

Promoting Digital Success

Ready, Set, Bank™

As part of our commitment to meeting the needs of all of our customers, Capital One developed **Ready, Set, Bank™**, a new educational tool to help seniors bridge the digital divide and leverage online banking to better manage their money. The non-branded series can be accessed through any type of device and offers bite-sized lessons customized for senior learning styles, featuring senior actors, an easy-to-follow pace, and simple graphics and screenshots for clear step-by-step instruction.

The series outlines the benefits of online banking and addresses issues of online security, which is the primary obstacle preventing online banking adoption, as identified by seniors. It also provides step-by-step instructions for basic digital banking functions such as downloading apps, using remote deposit capture, setting account alerts, and online bill pay. The videos are available for self-study at www.readysetbank.org.

Promoting Savings

Save Your Refund

We know saving is essential for long-term financial success, regardless of your financial background. That's why we launched a partnership in 2016 with **Save Your Refund (SYR)**, a program designed to encourage low- and moderate-income tax filers to save a portion of their tax refund. Using meaningful incentives, including the chance to win prize money, SYR and Capital One are encouraging tax-time savings. We've helped 15 nonprofit partners successfully incorporate SYR into their VITA programs.



We partnered with nonprofits to lead hands-on classes for seniors across the country. We are continually innovating new approaches to reach the senior community, including offering classes at senior centers, public libraries, low income seniors residences, technology training centers and programs that will deliver instruction in public housing developments and rural communities.



Capital One's Boston Back Bay Café hosts a nonprofit partner participating in Save Your Refund. Together, they prepare and file tax returns for low- and moderate-income clients.

Ready, Set, Bank™:



Offers bite-sized lessons customized for senior learning styles



Provides step-by-step instructions for basic digital banking functions



Outlines the benefits of online banking and addresses issues of online security

Affordable Housing

We view affordable housing as a catalyst for expanded economic opportunity in local communities, though it remains out of reach for many in the U.S. Our comprehensive approach to affordable housing investments is centered around building healthy, thriving communities. We contribute our skills and resources to prevent homelessness, increase homeownership, stabilize vacant properties, and expand the stock of affordable rental housing.

Mortgages

Through our Community Mortgage team, we make home ownership more affordable for low- and moderate-income consumers through portfolio mortgage loans that leverage multiple subsidies. Our specialty loan officers work one-on-one with clients to ensure that customers succeed in their quest to own a home, and collaborate with area nonprofits to respond to local credit needs.

In 2016, Capital One Home Loans continued to prioritize mortgage financing for low- and moderate-income (LMI) families, originating approximately \$715 million in LMI volume.

Blueprints to Buildings Fund

Launched in 2015 and continued in 2016, our **Blueprints to Buildings (B2B)** initiative provides grants and pre-development funding to support new affordable housing. The program responds to the concerns of our nonprofit housing partners, who consistently report two primary obstacles to developing more affordable housing:

1) a shortage of available sites in increasingly competitive markets and 2) a lack of resources needed to acquire available sites.

B2B provides grant support, a pre-development line of credit, and training and technical assistance to neighborhood-focused nonprofit organizations. To date, we have committed \$1.1 million in B2B grants for eight projects in Washington, D.C., Los Angeles, San Francisco, and New York, and plan to expand the program to Boston, Chicago, and Miami in the coming year.

Homebuyer's Club

Capital One worked with the Greater Washington Urban League to create a comprehensive **Homebuyer's Club** that prepares prospective LMI homebuyers to purchase a home in a high-cost real estate market. We have provided a wide range of support – from grants and savings accounts to space for meetings and homebuyer education classes.

To date, the Washington-area Homebuyer's Club has helped 19 participants at various stages of homeownership preparation, and the model is being expanded to serve 40 more prospective buyers.

Louisiana Affordable Housing Fellowship

In 2016, Capital One also led the development of a unique affordable housing program that combined seven months of classroom training with a skills-based practicum. The **Louisiana Affordable Housing Fellowship** was designed to cultivate a cadre of nonprofit housing developers equipped with the capabilities to produce quality affordable housing projects. After recognizing a shortage of capable housing developers in Louisiana, Capital One collaborated with trusted community partners to create the program, including nationally recognized development training provider NeighborWorks America. Forty individuals from 26 nonprofit organizations across Louisiana participated in the program.

Community | Affordable Housing

Community Finance

Capital One's Community Finance team manages a \$6 billion loan and investment portfolio focused on affordable rental housing. We provide capital to finance affordable housing developments built by nonprofits, local agencies, and specialty developers. We bring our financial expertise to bear on developments with multiple public and private funding sources, which allows us to address critical community needs through customization and innovation.

While many low- and moderate-income families aspire to homeownership in the long term, they often require affordable, quality rental housing in the intermediate term. We work with local developers to invest in affordable rental housing and create local jobs.

Creating Homes in Communities

We see every property we invest in as more than just a real estate development. Through Capital One's Social Purpose Program, we provide our nonprofit partners with additional grants, funding, and support to help respond to community needs. Capital One works with diverse partners to reach a variety of communities across our footprint.

Since 2007, Capital One has:

- Invested \$8.7 billion in affordable housing via loans and investments through the Low Income Housing Tax Credit (LIHTC) program in affordable housing
- Financed 102,600+ safe, affordable units
- Created more than 115,000 jobs
- Provided 29 grants totaling \$5.9 million through Capital One's Social Purpose Grant program to provide nonprofit partners with additional grants, funding, and support to help respond to community needs

2016



\$1.2 billion
invested in loans
and investments



Over 11,000
units built



Over 12,000
jobs created



Community | Affordable Housing

Examples of 2016 Affordable Housing Developments



Altura Heights

- What:** A 124-unit family development
- Where:** Houston, Texas
- Our Partners:** DMA Development & the Houston Area Urban Community Development Corporation (HAUCDC)
- Our Investment:** Capital One provided a \$12 million construction loan, a \$5 million term loan, and \$18 million in Low Income Housing Tax Credits.
- Who We're Serving:** Through a \$50,000 Social Purpose Grant to HAUCDC, we are helping empower Black/African American residents to enter the economic and social mainstream. The project is already considered a success, as the property already has a waitlist in the hundreds.



Sacred Heart at St. Bernard

- What:** A refurbished 53-unit family mixed-income property
- Where:** New Orleans, Louisiana
- Our Partners:** Big Class
- Our Investment:** Capital One provided a \$7 million construction loan, \$1 million in permanent financing, and \$9 million in Low Income Housing Tax Credits.
- Who We're Serving:** New Orleans continues to redevelop following Hurricane Katrina in 2005. The repurposing of this former church parish will allow a portion of the available retail space on the ground floor to be leased to Big Class, a local nonprofit organization that provides free programs to under-resourced students, ranging from age 6 to 18, to improve their writing skills.

Supplier Diversity

At Capital One, diversity and inclusion are an integral part of our culture. We believe that having associates with different backgrounds, experiences, and perspectives working side by side enables innovative ideas, fresh approaches, and groundbreaking solutions that better reflect the interests and needs of our customers. We embrace this same concept of inclusion in our supply chain. The more diverse and inclusive we make our supply chain, the better the results will be.

Our Supplier Diversity Program is an essential part of our sourcing and procurement practice, and supports our corporate commitment to diversity and inclusion. The Program is designed to:

- expand the number of diverse suppliers with whom we do business.
- provide diverse suppliers opportunities to participate in programs that give them tangible skills training, mentorship, and tools to help them grow their businesses.



2016: Our direct spend with diverse supplier represented approximately **10%** of our overall procurable spend.

We offer various programs to help suppliers grow their businesses and achieve greater scale. Through our mentoring and technical education programs, we provide business expertise and guidance to build capacity among a diverse supplier base. These programs help ensure that diverse suppliers are well positioned to bid and win work from Capital One and other firms.

Our commitment to supplier diversity includes building mutually beneficial relationships with certified minority, women, LGBT+, veteran, service-disabled veteran and disability-owned businesses as suppliers, contractors, and sub-contractors.



MINORITY



WOMEN



LGBT+



VETERAN

Community | Supplier Diversity

SAGE Advice

In partnership with the Women Presidents' Educational Organization (WPEO), Capital One launched a new mentorship program. The **Strategies to Advance and Grow Enterprises (SAGE) Advice** program matches women business owners with partners from Capital One and WPEO to provide mentoring and business development support. The program was conceived in response to a recognized gap in business development opportunities for Women Business Enterprises (WBEs) with revenues of \$500K or less. The cohort-style program launched in May 2016 with 11 certified WBEs across New York, New Jersey, and the Washington, D.C. area, and the first cohorts graduated in May 2017.

Program participants attend quarterly, two-day sessions where they engage in interactive workshops led by Capital One associate volunteers and seasoned women business owners. The quarterly workshops focus on content themes like Finance, Staffing Your Company, Brand & Marketing, Change Management, and Building Advisors, and give participants a chance to reflect on strategies to grow their businesses.

Catapult Program

Our **Catapult program**, offered in partnership with the National Minority Supplier Development Council, is an intensive, seven-month transformational journey that assists diverse business owners in developing solutions to a critical business challenge, whether it is solving a complex business problem or creating a new product or service.

Facilitating Growth for Diverse Suppliers

Capital One has more than a decade's worth of experience developing mentor programs with the specific goal of investing in diverse suppliers. Along the way, we've partnered with community and diversity groups such as the National Gay and Lesbian Chamber of Commerce's Cohort program and the Women Presidents' Educational Organization (WPEO). To date, we have successfully matched diverse business owners with Capital One associates in New York, Maryland, Virginia, Texas and Washington, D.C.

We encourage our suppliers to look for ways to diversify their own supply chains through our **Tier II program**, which is designed to maximize opportunities for diverse-owned businesses of all sizes. Our Tier II Program not only provides new opportunities to diverse suppliers, but also strengthens our supply chain by adding a new dimension of diversity.

We have been honored by a variety of organizations and publications for our dedication to driving diverse business inclusion in our supply chain and commitment to excellence in growing diversity businesses.

- One of "America's Top Corporations for Women's Business Enterprises" – Women's Business Enterprise National Council (WBENC)
- WPEO DC 2017 Outstanding Corporation of the Year
- "2016 Top Corporation for LGBT Economic Empowerment" – Affinity Inc. Magazine.



Our Tier II Program provides **NEW OPPORTUNITIES TO DIVERSE SUPPLIERS**



And strengthens our supply chain by adding a **NEW DIMENSION OF DIVERSITY**



For More Information

Click below to learn more about each of the following:

- [FINANCIAL EDUCATION](#)
- [INVESTING FOR GOOD](#)

The Opportunities Ahead

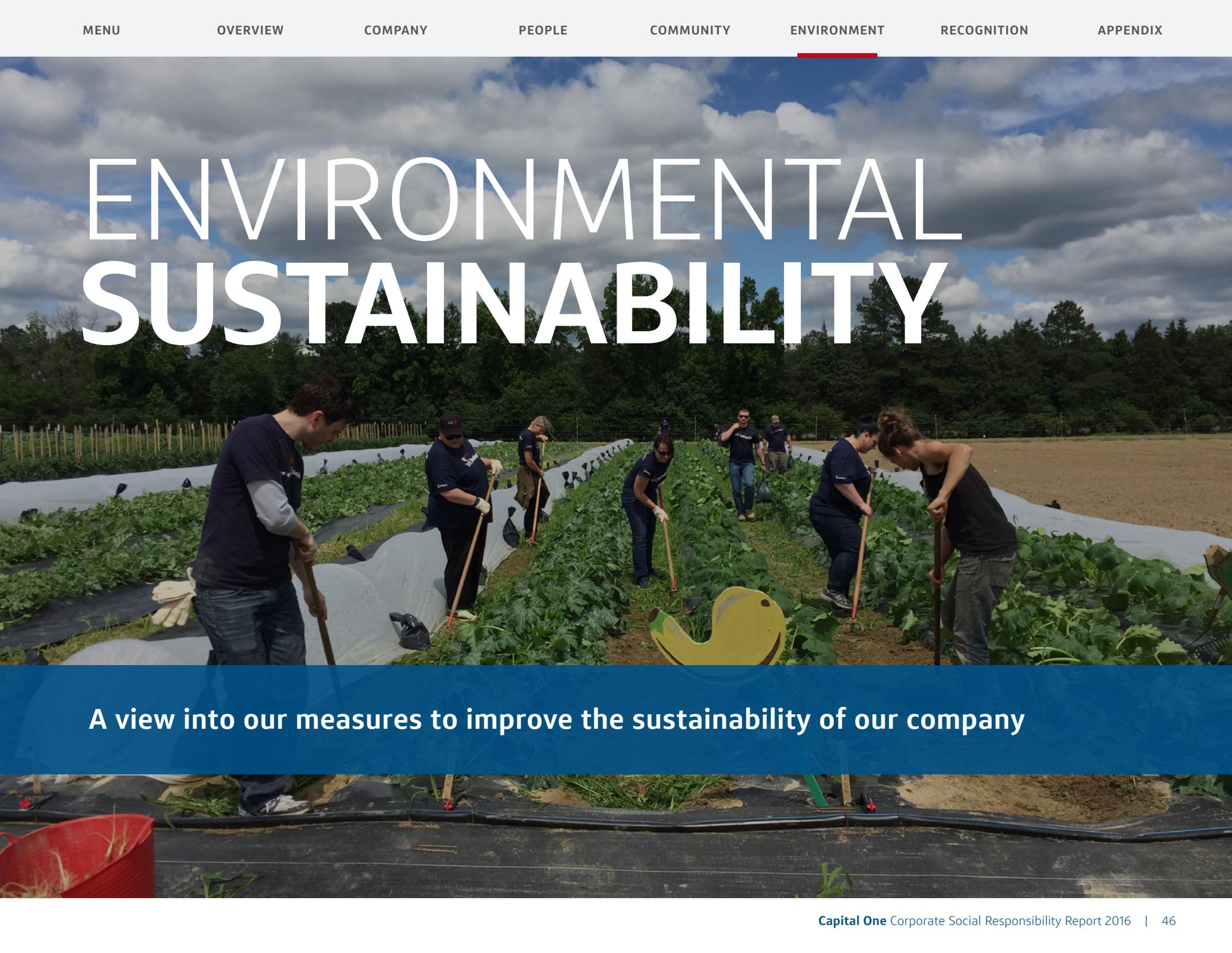
At Capital One, our commitment to diversity is firmly established in our corporate culture and values, and our associates bring it to life both within our workplaces and our communities every day. We have an ongoing commitment to stay involved in our communities and help individuals and businesses flourish. We'll continue to develop and launch innovative mentorship and business development programs to help diverse businesses build the knowledge and skills needed to compete in today's fast-paced, emerging digital environment.

The cornerstone of our involvement in the community is our workforce. Working alongside our nonprofit partners, in 2016, Capital One associates from across the company shared their expertise with diverse business owners in class settings and one-on-one meetings. Other associates served on the boards of our nonprofit partners, met with diverse suppliers to explore potential opportunities, and shared best practices in sourcing and procurement with peers.

As our workforce becomes increasingly more diverse, we become better equipped to tackle the complex challenges that face our customers and communities. We are excited about the future, and will use our role as a digital leader to find new touchpoints to engage with communities across our footprint.



ENVIRONMENTAL SUSTAINABILITY



A view into our measures to improve the sustainability of our company

Environment | Environmental Sustainability

Environmental Sustainability

Environmental sustainability is fundamental to ensuring the future health and prosperity of our planet and its inhabitants. Capital One recognizes that climate change is real—and if current trends continue, the environmental and social impacts will be severe. As a responsible company striving to change banking for good, it's our duty to limit our environmental impact on the communities where our associates and customers live and work. It's the right thing to do, and it's just smart business.

Capital One's environmental strategy and policies are managed by our **Environmental Sustainability Office (ESO)**. Since 2008, the ESO has tracked corporate performance against sustainability goals, published environmental disclosures, and spearheaded energy efficiency and waste reduction projects across the enterprise. It partners closely with our suppliers and vendors to limit the environmental impact of our operations—from the kind of paper we use to the choices we make when constructing new offices.

The ESO is joined by thousands of committed Capital One associates, from all levels and lines of business, who champion environmental stewardship in their workplaces and communities. At over 25 offices, many of these associates have banded together to form Green Teams, which are committed to supporting local sustainability projects and helping educate their colleagues on environmental best practices.

Our Approach to Environmental Management

Our Commitments

Setting strong goals to drive environmental progress and demonstrate our commitment to reducing our carbon footprint.

Our Operations

Reducing the environmental impact of our facilities through improved energy efficiency, waste reduction, and water conservation.

Our People and Communities

Engaging our associates in our sustainability journey and working to improve the environmental health of the communities where we live and work.



Capital One associates test their green thumbs as they work together to tend to a community garden.

Our Commitments

We're proud of the progress we've made since launching our environmental sustainability program, but our journey is far from over. To keep ourselves steadily moving forward, we've created specific, measurable environmental goals and commitments in four key areas:

Environmental Commitments at a Glance



Annually power the company with
100% RENEWABLE ENERGY



Reduce greenhouse gas
emissions by **25% BY 2020**



PURSUE LEED® SILVER CERTIFICATION
or higher for new buildings and renovations



Annually purchase **AT LEAST 95% OF OUR PAPER**
from environmentally preferred sources

Environment | Our Commitments

Supporting Renewable Energy

Renewable energy is a critical tool in the fight against climate change. Since 2010, Capital One has been a member of the EPA Green Power Partnership, and this year we purchased 95,320 MWh of Renewable Energy Credits, resulting in 24% of our total electric usage coming from renewable energy sources. At the end of 2016, we decided to go all-in by announcing our commitment to annually power the company with 100% renewable energy beginning in 2017.

Reducing Greenhouse Gas Emissions

We achieved our original five-year absolute greenhouse gas (GHG) reduction target of 10% (from a baseline year of 2008) a year early, driving an 18% reduction by 2012. Following our 2012 acquisitions of HSBC's U.S. credit card business and ING Direct, we reassessed our GHG inventory and updated our baseline emissions and goals accordingly, establishing a new absolute GHG reduction goal of 25% by 2020. We met that goal in 2016—four years early—and will continue to challenge ourselves with a new absolute reduction goal moving forward.

In setting this new goal, we will take into account the scientific consensus that it is vital for the increase in global average temperature to remain below 2°C. According to The 3% Solution report published by the World Wildlife Fund and the Carbon Disclosure Project, by 2020 the U.S. corporate sector must reduce annual greenhouse gas emissions by 1.2 gigatons of CO₂e from 2010 levels, which equates to annual reductions of approximately 3% per year. We all have a role to play in this effort, and we're committed to doing our part.

Investing in Green Building

With over 10.8 million square feet of office space in our real estate portfolio, it's crucial that we design, construct, and equip our building with sustainability in mind. We've made a considerable investment in green buildings in recent years, already achieving green building certification for approximately 50% of our office portfolio, and we want to keep the momentum going in the years to come. That's why we've made a commitment to pursue U.S. Green Building Council LEED® Silver or

higher certification for all new office construction and comprehensive renovation projects going forward.

Sourcing Paper Responsibly

While modern technology has digitized much of how we get things done, paper still plays a role in how we perform our day-to-day office work, serve customers, and promote our products. As users of this valuable resource, Capital One is committed to supporting responsible forestry through our paper sourcing practices.

We first instituted a corporate Paper Policy in 2009, and since then we have steadily increased the percentage of environmentally preferred paper we source. In 2016, we announced our most ambitious commitment yet: Beginning in 2017, 95% of our paper will come from sources that are either certified by the Forest Stewardship Council® (FSC) or contain at least 30% post-consumer waste.



Environment | Our Operations

Our Operations

With operations across the U.S., as well as in Canada, the U.K., India, and the Philippines, we understand that reducing our environmental impact begins with responsibly managed facilities. We partner closely with our suppliers and associates in a number of ways to accomplish this, by seeking out green power sources, adhering to green building principles, offering robust waste diversion programs, providing more sustainable travel options for our associates, and more. When we invest in reducing our environmental footprint, we realize cost savings and improve the environmental health of our communities over the short and long term.

Energy-Efficient Buildings

Capital One has achieved green building certification across our physical footprint through both the U.S. Green Building Council's LEED® program and the Green Building Initiative's Green Globes® program, including at our McLean, VA, headquarters, our three largest campuses, and two data centers. Approximately 50% of our non-branch portfolio square footage (around 4.6 million square feet) has already been green certified—and 2 million square feet of additional space is currently pending LEED® Silver certification or higher.

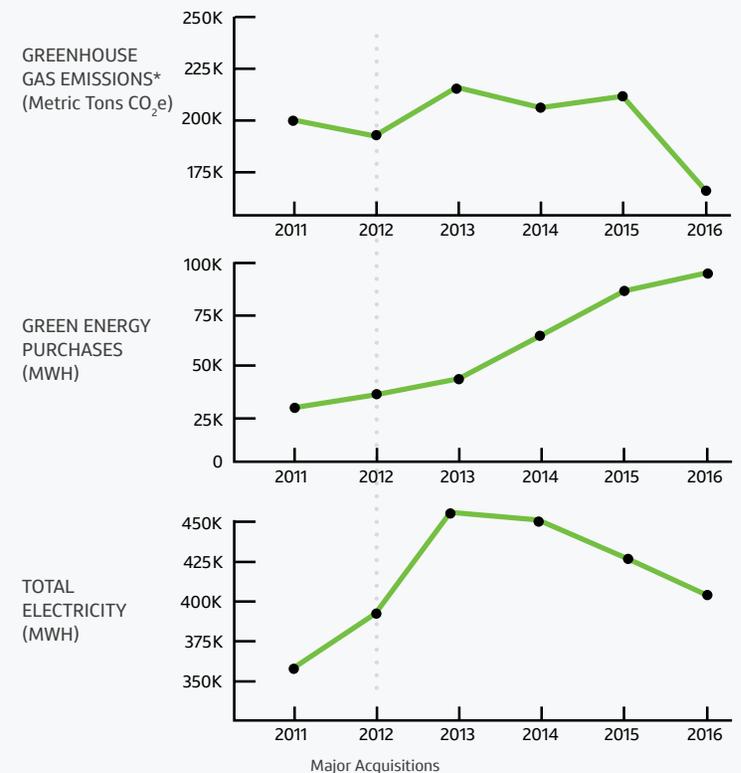
In addition to pursuing certifications for new and renovated buildings, we continue to invest in energy management systems and equipment upgrades across our real estate portfolio. Most notably **in 2016, we installed building automation systems in over 500 retail bank branches, which we estimate will result in annual savings of over 650 metric tons of CO₂e.** We also completed LED lighting and HVAC upgrade projects in numerous offices and branches.

Greenhouse Gas Emissions

After fully incorporating the acquired sites in 2013, we have continued our efforts to reduce energy use, secure more green power, and reduce greenhouse gas emissions.

*Scope 1 and Scope 2 emissions less renewable energy certificates

This data includes information for our operations in the U.S., Canada, U.K., India, and the Philippines, and it covers all buildings under operational control (owned or leased where Capital One directly pays utility bills and estimates for usage in leases larger than 15,000 square feet).



Environment | Our Operations

Paper

In 2012, Capital One joined the World Wildlife Fund's Global Forest & Trade Network (GFTN) to advance the environmental sustainability of our paper procurement practices. The GFTN brings together companies, their suppliers, NGOs, forest-product producers, managers of certification schemes, and others from around the world with a shared goal of eliminating illegal logging, improving forest management, and making the global marketplace for forest products a force for economic and environmental responsibility.

Through this collaboration, we have updated our supply chain database to include information about the tree species, forest sources, and volume for all paper procured under the Capital One Paper Policy. We have also developed an auditable process to ensure our suppliers meet the requirements outlined in our policy. GFTN has assisted Capital One in training associates and suppliers on our paper policy, forest certification, and broader environmental issues. **In 2016, this collaboration enabled Capital One to purchase 79% of our paper from sources that were either certified by the Forest Stewardship Council (FSC) or contained at least 30% post-consumer waste (PCW), and we're committed to reaching 95% in 2017.**

Water

Capital One has implemented several common-sense measures to conserve water at our facilities. Water-saving fixtures are a standard in new office construction and renovation projects, and we work closely with our food service providers to identify water reduction opportunities in our cafeterias. To limit the need for irrigation, Capital One specifies the use of native landscaping strategies and uses surface runoff water to irrigate vegetation at our headquarters building.

In buildings where Capital One directly pays the water bill, **we used 199,756 kilogallons of water in 2016, representing an 8% reduction in comparison to 2015.**

Waste Reduction

One of the most meaningful ways we can protect the environmental health of the communities in which we do business is by limiting how much waste we send to landfills. By implementing operational best practices and making it easier for our associates to properly dispose of waste, we continue to make progress in this key area of focus.

Reducing Waste in 2016

- **3,261 metric tons of secure shred paper recycled**
- **424 metric tons of electronics recycled**
- **38 tons of food donated**
- **391 tons of organic waste composted**

Recycling and Composting

This year we expanded our integrated waste program to our Las Vegas call center. As part of this program, which has already been successfully implemented at some of our larger campuses, we removed individual, under-desk trash cans and replaced them with integrated trash, recycling, and secure shred bins located conveniently throughout the workspace. This step improves recycling rates by making associates more mindful of their decisions when disposing of waste.

We also composted over 391 tons of post-consumer organic material in 2016 as part of the ongoing efforts at our West Creek campus and McLean headquarters building. Associates at these sites can compost their lunch leftovers, as well as the plant-based to-go containers and utensils we provide in our cafeterias. Back-of-house food waste is disposed of in food digesters, which use enzymes to convert kitchen scraps into environmentally safe waste water.

We're encouraged by the continued success of these programs, and we are expanding them to two additional large campuses in 2017. We are also conducting a company-wide assessment of waste volumes and management practices. This information will enable us to set a corporate waste reduction goal that will serve as a catalyst for our efforts in 2018 and beyond.

Food Donation

The U.S. Department of Agriculture estimates that between 30-40% of the food produced in the United States is wasted, which has far-reaching impacts on food security, resource conservation, and climate change. As a responsible company, we have sought to combat food waste in our food service operations.

Cafeterias at six sites are now donating food that might otherwise go to waste to local hunger relief nonprofits in our communities.



In 2016, this added up to more than 38 TONS OF FOOD donated.

Environment | Our Operations

Electronics

As an Enterprise e-Steward, Capital One is committed to ensuring that all our unwanted technology is sold, donated, or properly recycled—meaning no potentially hazardous e-waste is exported to developing nations, dumped in landfills, or recycled using forced or child labor. **In 2016, we worked with our accredited vendor to responsibly dispose of 424 metric tons of electronic assets, including desktops, laptops, servers, and monitors.**

Paper Shredding

To reduce the amount of paper we use in our offices, we have converted many of our printers to print duplex by default. In addition, our associates have access to a variety of technologies that facilitate electronic file sharing and online collaboration, resulting in less printing. **In 2016, we recycled 1,040 metric tons of paper, primarily through our secure shred program.**

Travel

We take a holistic view of environmental sustainability, and address not only what associates do while at the office, but also how they get there. We offer a number of initiatives to promote greener commutes.

- In 2016, our shuttles provided associates with over 100,000 rides between our main offices and mass-transit locations.
- Associates at seven offices have access to our carpooling pilot, which allows them to use an online tool to find carpool partners, record their greener trips, and earn rewards.
- We have over 70 electric vehicle (EV) charging plugs and over 100 registered EV drivers at seven locations across our portfolio. Over the course of 2016, EV drivers plugged in 8,431 times, thus avoiding approximately 30,500 kg of greenhouse gases.



In early 2014, we joined the Department of Energy's **Workplace Charging Challenge program** and have been recognized for demonstrating leadership in supporting the development of the national plug-in electric vehicle charging infrastructure.

We offer a number of initiatives to promote greener commutes:



OVER 100,000 SHUTTLE RIDES
between our main offices



70 ELECTRIC VEHICLE (EV)
charging plugs across
our campus locations



OVER 100 REGISTERED EV DRIVERS at seven locations
across our portfolio

People and Communities

Engaged and informed employees are critical to the success of any corporate sustainability program. By harnessing the energy, passion, and talents of our associates, we create powerful advocates and change agents for our sustainability programs and initiatives.

Waste reduction is a prime example of an area where **associate education** is essential. The success of our composting and integrated waste programs relies on our associates' knowledge of how to appropriately sort their waste into the appropriate bin: compost, recycling, secure shred, or trash. We used a variety of methods to reinforce best practices, from quizzes and games to traditional training materials and in-person presentations in team meetings. We are hopeful that these efforts will have an impact beyond the workplace, enabling associates to make greener choices at home, as well.



Bill Nye the Science Guy



Members of our Green Team get ready for the arrival of Bill Nye the Science Guy, who was featured as part of the Environmental Speaker Series.

Through our **Environmental Speaker Series**, we invite experts to engage with associates and educate them on key environmental concerns, and what they can do to live and work more sustainably. These events are available to all Capital One associates, either live or via video. In 2016, we hosted Bill Nye the Science Guy, noted science advocate, entertainer, and environmentalist, to talk to our associates about climate change.

Capital One also holds annual company-wide celebrations to mark **Earth Day** each April and **Recycling Month** each November. These events, which are supported locally by our 25+ Green Teams, feature educational exhibits, local food vendors, contests, environmental film viewings, and more. While sustainability is a year-round effort, these events provide perfect opportunities to engage new associates on environmental topics.

Capital One holds annual company-wide celebrations to mark



EARTH DAY

AND



RECYCLING MONTH



Partnering to Protect Forests

In late 2015, Capital One collaborated with The Nature Conservancy® and World Wildlife Fund® on the Southeastern U.S. Working Forest Easement Initiative to secure 10,000 acres of forest conservation in Georgia and Tennessee. This includes support for the first Working Woodlands project in Tennessee: 3,000 acres of working forest located in the Cumberland Plateau, an important landscape-scale conservation area with high biodiversity that is under threat from development and forest fragmentation.

Capital One funds will help cover the costs of Forest Stewardship Council® (FSC) certification and enroll the property in carbon markets. The working forest will supply fiber to local mills that can produce FSC-certified paper products, ensuring that this important place will remain permanently protected as a responsibly managed forest.

Green Volunteerism

Over 3,500 Capital One associates dedicated more than 25,000 hours in 2016 to help make their communities greener. Associates partnered with local nonprofits and community organizations on a variety of environmental projects, such as:

- Assisting the Chesapeake Bay Foundation with an oyster reef restoration project in Gloucester, VA.
- Collecting trash and debris from Florida beaches in partnership with Keep Tampa Bay Beautiful.
- Collaborating on the Saint Francis Vegetable Garden Project to benefit food banks in Lafourche Parish, LA.
- Planting trees and shrubs to create a stronger riparian buffer in partnership with the Anacostia Watershed Society in Maryland.



A group of Capital One associates prepare to pick up trash as part of a community beautification project.

Sustainable Community Development

Local agencies and nonprofits play a vital role in providing safe, affordable housing in the communities in which we operate. Where possible, we work with developers to make loans to and provide capital for affordable housing communities that incorporate green building practices and materials.

In 2016, Capital One provided financing for Plaza West, a newly constructed 223-unit multifamily property in Washington, D.C. This property will meet the Enterprise Green Communities criteria, and will feature a high-density footprint, native landscaping and stormwater management, energy efficient appliances and lighting, and will use environmentally friendly paints, sealants, and carpeting. Additionally, residents will have access to a dedicated recycling area and will be provided with educational materials about the building's sustainable features.

We also provided financing for phase 2 of Livonia Commons, a 242-unit multifamily property in Brooklyn, NY. The three buildings included in this project will receive USGBC® LEED® Silver certification or better, as well as meet Enterprise Green Communities standards. It will feature the use of thermally efficient micro-cogeneration systems to generate electricity and heat simultaneously.



For More Information

Click below to learn more about each of the following:

- [ENVIRONMENTAL SUSTAINABILITY](#)
- [CARBON DISCLOSURE PROJECT](#)
- [INVESTING FOR GOOD](#)

Environmental Data

WATER USE



	2011	2012	2013	2014	2015	2016
Water Use (kilogallons)	N/A	293,370	289,844	273,870	218,150	199,756

Note: Data includes buildings where Capital One directly pays the water bills

MATERIALS AND WASTE



	2011	2012	2013	2014	2015	2016
Paper Recycled through Secure Shred (Metric Tons)	4,435	3,341	4,322	3,952	2,898	3,261
Electronics Diverted from Landfill (Metric Tons)	248	245	378	429	275	424

Note: Data covers our operations in the U.S., Canada, and United Kingdom

GREEN BUILDING



	2011	2012	2013	2014	2015	2016
Certified Office Space (sq ft)	2,619,300	3,766,300	5,147,600	5,530,400	4,453,063	4,659,367

Note: Includes owned and leased space that has been certified through either Green Globes or LEED. Values updated to capture changes in the real estate portfolio.

Environmental Data

GREENHOUSE GAS EMISSIONS AND ENERGY USE



	2011	2012	2013	2014	2015	2016
Greenhouse Gas Emissions (Metric Tons CO₂e)*	195,799	188,365	224,906	210,288	213,620	151,859
Green Energy Purchases (MWH)	29,629	33,220	41,789	66,234	88,756	95,320
Total Electricity (MWH)	358,220	393,024	454,245	452,037	426,593	404,274
Scope 3 – Business Travel	23,136	25,992	32,030	29,557	32,022	51,630**

*Scope 1 and Scope 2 emissions less renewable energy certificates

**In 2016, we began reporting data from Uber, Lyft, and taxi services.

This data includes information for our operations in the U.S., Canada, U.K., India, and the Philippines and it covers all buildings under operational control (owned or leased where Capital One directly pays utility bills and estimates for usage in leases larger than 15,000 square feet). 2013 GHG data updated to reflect minor change in estimation methodology for leased properties which increased reported GHG emissions by 0.6%

PAPER SOURCING



	2011	2012	2013	2014	2015	2016
Total Paper Used (tons)	54,492	57,549	52,103	65,102	59,904	59,448
Environmentally Preferred Paper (%)	37.4	62.5	73.2	74.0	79.0	79.0

Note: Environmentally preferred paper includes the weight of paper with post-consumer waste or Forest Stewardship Certification (FSC) certified paper

RECOGNITION



Awards and Recognition

In 2016, we were honored by a variety of organizations and publications for our employment and business practices, and for our community involvement efforts. Listed below is a representative sample of awards and recognitions the company received.

Workplace

- *Forbes*® magazine – “America’s Best Employers”
- *Forbes* magazine – “Top 60 Banks” (#22)
- *Fortune*® magazine – “100 Best Companies to Work For” (2016: #88; 2017: #17)
- *Fortune* magazine 500 (#112)
- *Fortune* magazine – “Most Admired Companies”
- *Fortune* magazine – “Blue Ribbon Companies”
- *Fortune* magazine Global 500 (#496)
- *Fortune* magazine – “Best Companies for Women, Financial Services and Insurance”
- Great Place to Work Institute “Best Workplaces” (#5 UK; #13 Canada)
- Carolinas-Virginia Minority Supplier Development Council “Corporation of the Year”
- *Chicago Tribune* – “Top Workplaces”
- *Dallas Business Journal* – “Best Places to Work”
- *Dallas Morning News* – “Top 30 Workplaces” (#16)

- OKCBiz and Best Companies Group – “Best Places to Work”
- *Richmond Magazine* – Great Places to Work (#1) (2017)
- *Richmond Times-Dispatch* – “Top Workplaces”
- *Tampa Bay Times* – “Top Workplaces”
- *The Washington Post* – “Top Workplaces”

Diversity & Inclusion

- *Affinity Inc.* magazine – “Top Corporations for LGBT Economic Empowerment”
- Anita Borg Institute – “Top Companies for Women Technologists Leadership Index”
- *CAREERS & the disABLED* Magazine – “25th Annual Top 50 Employers”
- *CivilianJobs.com* – “Most Valuable Employer for Military”
- Dave Thomas Foundation for Adoption – “100 Best Adoption-Friendly Workplaces” (#31)



Recognition | Awards and Recognition

- *DiversityBusiness.com* – “America’s Top Organizations for Multicultural Business Opportunities”
- *Diversity Journal* – “International Innovations in Diversity Awards” Honorable Mention for Powered by Perspective Campaign
- *Equal Opportunity Publications* – “Top 50 Employers” (#23)
- Executive Leadership Council “Ambassador Company List”
- *G.I. Jobs*® – Military-Friendly Employers (2016: #37; 2017: 35)
- *G.I. Jobs* – Military-Friendly Spouse Employers (#14)
- Human Rights Campaign Foundation – “Best Places to Work for LGBT Equality” and 100 percent score on the Corporate Equality Index
- *Military Times* – “Best for Vets” (#10 overall and #1 in Banking/Financial Services industry)
- *Military Times* – “Best for Vets - Spouses”
- National Association for Female Executives (NAFE) – “Top Companies for Executive Women”
- National Business Inclusion Consortium – “Best of the Best: Top 30 Corporations for Inclusion”
- National Organization on Disability – “Leading Disability Employer”
- OMNIKAL (formerly DiversityBusiness.com) “OMNI50 Award: Top 50 Inclusion Corporations”
- *Profiles in Diversity Journal* – “International Innovations in Diversity” Honorable Mention for Powered by Perspective Campaign
- U.S. Business Leadership Network® (USBLN®) and American Association of People with Disabilities – “Best Place to Work” and perfect score on Disability Equality Index™
- Women’s Business Enterprise National Council – “Top Corporations for Women’s Business Enterprises, Gold Level of Distinction”
- Women’s Enterprise USA – “Corporations of the Year”
- Women Presidents’ Educational Organization – “Done Deal Award”
- Women Presidents’ Educational Organization – “Outstanding Organization”
- *Working Mother*® magazine – “100 Best Companies for Working Mothers”
- 2020 Women on Boards – “Winning Company”

Environment, Social and Governance

- The Civic 50 – “The 50 Most Community-Minded Companies”
- *Forbes*® magazine – 100 “America’s Best Corporate Citizens”
- Junior Achievement® – “Gold U.S. President’s Volunteer Service Award”
- Minority Business News USA – “America’s Most Admired Corporations for Supplier Diversity”
- *People Magazine* – “50 Companies That Care” (#48)
- National Minority Business Council – “Outstanding Corporate Supplier Diversity”

Technology

- *InformationWeek* “Elite 100” – #1 Business Technology Innovator



For More Information
Click below to learn more:
[AWARDS AND RECOGNITION IN 2016](#)

APPENDIX



Appendix | About This Report

About This Report

About This Report

A team from across Capital One's corporate functions was responsible for drafting Capital One's Corporate Social Responsibility (CSR) Report, published in 2017.

This report provides an overview of Capital One's activities related to environmental, social, and governance (ESG) topics and covers the period January 1, 2016, to December 31, 2016, unless otherwise noted. Our last CSR Report was published in December 2016 and covered 2015.

This report should be reviewed alongside the 2016 Capital One Annual Report, in which we provide additional facts, figures, and analyses about the operations of Capital One.

In developing this report, we used the Global Reporting Initiative (GRI) G4 framework as a basis for the information. While this report contains an explanation of our approach to managing a range of environmental, social, and governance topics, additional corporate information can be found on our corporate websites (www.capitalone.com and www.capitalone.com/environment) and on our community-focused website (www.capitalone.com/investingforgood). We provide additional environmental information through our annual submissions to the Carbon Disclosure Project. For additional corporate information, please see our 2016 Annual Report and our 2017 proxy statement, available on the Corporate Governance page of Capital One's website, www.capitalone.com, under "About Us/Investors."

Data Measurement

Capital One's Environmental Sustainability Office was responsible for the collection of environmental performance data. Teams embedded across our business lines and corporate functions, including HR, Workplace Solutions, Community Affairs, Community Development Banking, and Supplier Diversity, collected the non-environmental data. The accuracy of the data was reviewed and validated in accordance with our internal practices.

External Assurance

Bureau Veritas North America, Inc., conducted an independent verification of our energy use, green power purchases, and greenhouse gas (GHG) emissions that are shown in the Environmental Sustainability section of this report. Our 2016 financial reporting was audited by Ernst & Young, LLP, an independent, registered public accounting firm.

For More Information

To learn more about Capital One's Corporate Social Responsibility:

 **Visit Our Website:**
<https://www.capitalone.com/about/corporate-citizenship/>

 **Contact Us:**
communityaffairs@capitalone.com

 **Facebook:**
[Capital One Investing for Good](#)

 **Twitter:**
[@YourFutureEdge](#)

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Appendix | GRI Index: G4 Standard Disclosures

GRI Index: G4 Standard Disclosures

Strategy and Analysis

Profile	Disclosure	Location (Section/Page) / Comments
G4-1	Statement from the most senior decision-maker of the organization.	Overview; page 4
G4-2	Description of key impacts, risks, and opportunities.	Capital One 2016 Annual Report

Organizational Profile

Profile	Disclosure	Location (Section/Page) / Comments
G4-3	Name of the organization	Capital One Financial Corporation – Overview; page 4
G4-4	Primary brands, products and services	Company; page 11
G4-5	Location of the organization's headquarters	Company; page 11
G4-6	Countries where the organization operates	Company; page 11
G4-7	Nature of ownership and legal form	Company; page 11
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Company; page 11
G4-9	Scale of the organization and its operations	Company; page 11
G4-10	Total workforce by employment type, employment contract, and region, broken down by gender	Our People; pages 16 & 18
G4-11	Percentage of total employees covered by collective bargaining agreements	None of our associates are covered under a collective bargaining agreement, and management believes we have a positive working environment for our associates
G4-12	Organization's supply chain	Community; pages 43, 44 & 45
G4-13	Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	Capital One 2016 Annual Report
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	Environment; page 47
G4-15	List externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	Throughout report

Appendix | GRI Index: G4 Standard Disclosures

Identified Material Aspects and Boundaries

Profile	Disclosure	Location (Section/Page) / Comments
G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents	Company; page 11
G4-18	Process for defining the report content and the Aspect Boundaries	Overview; page 8
G4-19	List all the material Aspects identified in the process for defining report content	Overview; page 8
G4-20	For each material Aspect, report the Aspect Boundary within the organization	Overview; pages 8 & 9
G4-21	For each material Aspect, report the Aspect Boundary outside the organization	Overview; pages 8 & 9
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	In determining the material aspects and boundaries for 2016, the cross-functional team of leaders and executives made the decision to include operational excellence and community impact and involvement as key issues.

Stakeholder Engagement

Profile	Disclosure	Location (Section/Page) / Comments
G4-24	List of stakeholder groups engaged by the organization	Capital One's stakeholders include customers, associates, shareholders, government regulators, community organizations, industry associations, and suppliers.
G4-25	Basis for identification and selection of stakeholders with whom to engage	Capital One focuses our stakeholder engagement on topics that are material to Capital One's core businesses and communities, and are domains where we can influence positive change.
G4-26	Approach to stakeholder engagement	Company; page 14
G4-27	Key topics and concerns that have been raised through stakeholder engagement	Company; page 14

Appendix | GRI Index: G4 Standard Disclosures

Report Profile

Profile	Disclosure	Location (Section/Page) / Comments
G4-28	Reporting period for information provided	About This Report; page 61
G4-29	Date of most recent previous report	About This Report; page 61
G4-30	Reporting cycle	About This Report; page 61
G4-31	Contact point for questions regarding the report or its contents	About This Report; page 61
G4-32	Report 'in accordance' option the organization has chosen; Report GRI Content Index for the chosen option	About This Report; page 61
G4-33	Policy and current practice with regard to seeking external assurance for the report	About This Report; page 61

Governance

Profile	Disclosure	Location (Section/Page) / Comments
G4-34	Governance structure of the organization, including committees of the highest governance body	Company; page 13
G4-38	Composition of the highest governance body and its committees	Capital One Website – Corporate Governance

Ethics and Integrity

Profile	Disclosure	Location (Section/Page) / Comments
G4-56	Organization's values, principles, standards, and norms of behavior such as codes of conduct and codes of ethics	Company; page 13
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	Company; page 14

Appendix | External Verification Statement

External Verification Statement



VERIFICATION STATEMENT GREENHOUSE GAS EMISSIONS

Bureau Veritas North America, Inc. (BVNA) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by Capital One Services LLC. (Capital One) for the period stated below. This Verification Statement applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of Capital One. BVNA's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- Worldwide Operations

Emissions data verified:

- Scope 1:** 13,100 metric tons of CO₂ equivalent
- Scope 2 (Location Based):** 178,730 metric tons of CO₂ equivalent
- Scope 2 (Market Based):** 139,500 metric tons of CO₂ equivalent
- Scope 3:** 209,730 metric tons of CO₂ equivalents
 - Category 4:** 53,000 metric tons of CO₂ equivalent (Upstream Transportation and Distribution)
 - Category 6:** 51,630 metric tons of CO₂ equivalent (Business Travel)
 - Category 7:** 105,100 metric tons of CO₂ equivalent (Employee Commuting)

Data and information supporting the Scope 1 and Scope 2 GHG emissions assertion were in most cases historical in nature, but in some cases estimated rather than historical in nature.

Data and information supporting the Scope 3 GHG emissions assertion were in some cases estimated rather than historical in nature.

Period covered by GHG emissions verification:

- January 1, 2016 to December 31, 2016

GHG Reporting Protocols against which verification was conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. (**Scope 1 and 2**)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (**Scope 3**)

GHG Verification Protocols used to conduct the verification:

- ISO 14064-3: Greenhouse gases -- Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the above indicators.
- Qualifications: None

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Capital One Services LLC.
June 21, 2017

Page 2

GHG Verification Methodology:

- Interviews with relevant personnel of Capital One;
- Review of documentary evidence produced by Capital One;
- Review of Capital One data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions at Capital One Headquarters; and
- Audit of sample of data used by Capital One to determine GHG emissions.

Assurance Opinion:

Based on the process and procedures conducted, there is no evidence that the GHG emissions assertion shown above:

- is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocols.

It is our opinion that Capital One has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Statement of independence, impartiality and competence

The Bureau Veritas Group is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with over 180 years history in providing independent assurance services.

No member of the verification team has a business relationship with Capital One, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

The Bureau Veritas Group has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of The Bureau Veritas Group standard methodology for the verification of greenhouse gas emissions data.

Attestation:


Christopher J. Ostermann, Lead Verifier
Project Manager
Bureau Veritas North America, Inc.
Atlanta, Georgia Regional Office
June 21, 2017


David Reilly, Technical Reviewer
Senior Project Manager
Bureau Veritas North America, Inc.
Costa Mesa, California, Los Angeles Regional Office
June 21, 2017

This verification statement, including the opinion expressed herein, is provided to Capital One and is solely for the benefit of Capital One in accordance with the terms of our agreement. We consent to the release of this statement by you to the CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.