IN PURSUIT OF THE
GREATER GOOD

Corporate Social Responsibility (CSR) Report 2017
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Overview

A view into our corporate social responsibility journey
A MESSAGE FROM OUR CEO

Since Capital One became a public company only twenty-four years ago, we have seen mind-boggling advancements in technology. Today's smartphone is more powerful than the supercomputers that helped put Neil Armstrong on the moon. The pace of change in our society is breathtaking. And it's accelerating. Technology is changing how we learn, work, shop, communicate, travel, and manage our money.

While the world has changed dramatically, at Capital One we've kept our focus on where the leverage is and on what matters over the long-term. Go where the market is going. Harness data and technology to reimagine our business. Obsess about risk management. Hire great people and give them a chance to be great. Create a culture obsessed with excellence and doing the right thing. Help our customers and our communities succeed.

Capital One serves tens of millions of customers every day, from new college graduates and world travelers, to small business owners and large corporations. We offer products and tools that encourage borrowers to use credit wisely, spenders to earn clear, compelling rewards, and companies to invest in their future. Across our businesses, Capital One offers compelling products and modern technology that help them succeed and grow.

Recruiting and developing exceptional talent has always been the highest calling for our company. In 2017, more than 10,000 new associates joined Capital One. Some arrived with fresh diplomas in hand, walking into an office for the first time. Others brought years of experience in fields as diverse as design, finance, operations, and cybersecurity. We also hired over 1,000 college students, while holding an exceptionally high talent bar. Every day, our 50,000 associates bring to work an incredible combination of expertise, problem-solving, and humanity. We foster an open and collaborative culture and harness our associates' collective wisdom. We're taking care of our associates and their families and offer programs that address the varied needs of our diverse workforce. We're focused on diversity, from the branch to the boardroom. We are committed to continuously improving the environmental sustainability of our business, and we announced plans to increase the minimum wage for our associates to $15 per hour by year-end 2018.

Giving back to our communities is at the heart of Capital One. In 2017, our associates volunteered over 400,000 hours, working with thousands of organizations. Capital One also gave over $50 million to nonprofit organizations that help build economic opportunity in the communities where our associates and customers live and work. We helped people get ready to succeed in a digital economy through Capital One Coders and our five-year $150 million Future Edge® program. In 2017, we continued our history of lending and investments to help low- and moderate-income consumers and small businesses as part of our 10-year $180 billion Public Community Commitment.

This is a special and exciting time at Capital One. Years of hard work and choices have positioned our company to thrive, grow, and lead in this dramatically changing environment. In the pages that follow, you will learn more about who we are. As technology changes everything, Capital One is building a bank for the digital age. We're reimagining banking. We're harnessing technology to manage risk and unleash innovation. We're helping our communities thrive. We're helping our customers succeed. And we're changing banking for good.

RICHARD D. FAIRBANK
Founder, Chairman, and Chief Executive Officer
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.

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 use 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 2017.
The energy and momentum that has propelled our company for more than two decades, continued to drive us forward in 2017. 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 have also made long-term investments in our associates and our communities.

Building a Leading Information-Based Technology Company

Technology is changing everything we do. The breathtaking pace of innovation and strong forces of disruption in today’s world present both defining strategic opportunities and certain risks for Capital One and other companies. With consumers’ increasing reliance on mobile and digital platforms and the proliferation of new technologies and tools, consumer behavior continues to evolve rapidly and dramatically.

In 2017, we continued to make strong progress on building the foundational capabilities and customer-facing experiences that differentiate Capital One as the world goes digital. Our multi-year investments in technology are paying off and having a significant impact on our ability to deliver innovative products to our customers at digital speeds.

Building a world-class technology and information company starts with the right people. We continue to recruit from the most elite technology programs and companies in the nation. Capital One’s Technology Internship Program was again ranked the #1 engineering internship in America by Vault. We are also 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 seek out their insights and stay attuned to their candid feedback to ensure we are delivering innovative products and tools that meet their changing needs.

In 2017, we invested in modernizing our branches to harness technology and meet local customer needs. We are building a “reimagined” national bank on the shoulders of iconic Capital One Cafés across the country. These Cafés are modern and vibrant spaces that are designed to showcase our technology and our people. Our Café ambassadors, armed with Capital One’s digital tools, can help customers understand their money and reach their financial goals using innovative solutions like smart ATMs, side-by-side tablets, interactive displays, and the full suite of Capital One tools and apps. In 2017, we expanded into some of America’s most exciting cities, including Seattle, Wash., Los Angeles, Calif., Miami, Fla., Chicago, Ill., and Denver, Colo.
Overview of 2017

Our customers face a wide range of financial circumstances, and we want to help them succeed when it comes to managing their finances. We are 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 customer alerts and AutoPay features help people manage their money and make their payments 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. Building on these tools and resources, in 2017 we launched EnoSM, a text-based chatbot to help manage a customer’s finances in a conversational way.

Helping Communities Thrive

Our approach to community engagement engenders 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 2017, associates spent more than 403,000 hours serving individuals and communities in need. We gave more than $50.5 million in philanthropic grants to nonprofit organizations that help create economic opportunity in communities where our associates and customers live and work.

As part of our commitment to increase access to affordable rental housing, we also provided more than $1.7 billion in loans and investments, creating more than 10,000 affordable places to live and more than 11,000 jobs.

Our efforts in the community require an increasingly digital focus. With 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 our 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 of the 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.

Beginning in 2017, we committed to 100% renewable energy and met this goal by purchasing Renewable Energy Credits (RECs). As part of our commitment to using more environmentally preferred paper, 90% of the paper we used in 2017 came from environmentally preferred sources and we are on track to meet our goal of 95% in 2018. Additionally, through our investment in energy-efficient buildings, approximately 50% of our non-branch office portfolio is now green-certified.

This reflects the significant progress we have made in 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.

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.
At Capital One we believe that we can change banking for good by reimagining banking, harnessing technology, helping customers succeed, and investing in our people and communities. **As we build a bank for the digital age, we strive to grow with quality, innovate with technology, and lead with humanity.** Our CSR priorities reflect these aspirations and our corporate values as well as the expectations of our stakeholders.

**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.

Cybersecurity is paramount as the world continues to go digital. Consumers are increasingly focused on where their personal and financial information is stored and how to protect it from being compromised. We have introduced a number of new tools and capabilities to combat these risks, and our cyber defenses will continue to be an area where we heavily invest to keep our company and customers safe.

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 are 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. 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.
Overview | Our CSR Priorities

We are mindful of where and how our customers want to interact with their bank. That is why, as we consistently innovate and evolve our digital products available online and via mobile, we are also mindful of providing access to our products and services via our retail storefront locations and other non-digital channels. We are also reimagining our brick and mortar locations, with our Capital One Cafés, staffed with Café Ambassadors who are there to help address customer account needs and help people better understand their money and ultimately reach their financial goals. They are also designed to serve as a community hub offering customers and non-customers alike an inviting and wired space where they can work, learn, recharge or just relax.

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 are 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.

Culture

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, our customers and our communities. To achieve both, we foster an open and collaborative environment and harness our associates’ collective wisdom.

Capital One’s corporate culture is built on **TWO CORE VALUES**:

- **Excellence**
- **Do the Right Thing**

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 from the branch to the boardroom 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.

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.
Overview | Our CSR Priorities

**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 fifth year in a row, we earned a perfect score for transparency in a 2017 survey by financial website WalletHub®. And, according to Card Hub®, Capital One had the clearest credit card applications for the eighth year in a row, receiving a perfect score of 100% in 2017.

**Identifying Our CSR Priorities**

In assessing our priorities for the annual CSR report, we go beyond the issues that are essential elements of our business in a strictly financial sense to encompass broader priorities for Capital One and our key stakeholders.

To identify and prioritize CSR issues:

- A cross-functional team of Capital One associates, made up of subject matter experts and business line executives, provided insights about the CSR-related opportunities and risks most impacting the company’s day-to-day operations and long-term success.

- We conducted a review of both internal and external information to better understand the company and the financial services industry as they relate to social responsibility.

- We reviewed and prioritized a range of issues, from business practices to diversity and inclusion to our impact on communities and the environment.
02
Our Company
A view into who we are as a business
Capital One Financial Corporation, a Delaware corporation established in 1994 and headquartered in McLean, Virginia, is a diversified financial services holding company with banking and non-banking subsidiaries. Capital One Financial Corporation and its subsidiaries offer a broad array of financial products and services to consumers, small businesses, and commercial clients through branches, the internet, and other distribution channels.

### 2017 Associates
- **49,173** TOTAL ASSOCIATES
- **43,700** TOTAL US-BASED ASSOCIATES

#### COUNTRIES WITH ASSOCIATES:
- UNITED STATES, CANADA, UNITED KINGDOM, INDIA, PHILIPPINES

### 2017 Community Investment
- **$50.5 M** TOTAL PHILANTHROPIC GIVING
- **$1.7 B** LOANS AND INVESTMENTS

### 2017 Operations
- **124** OFFICE LOCATIONS
- **602** BRANCH LOCATIONS
- **1891** ATMS

### 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

### 2017 Financials
Capital One's 2017 financial information is available in its Annual Report. Visit the Investors section of our website to DOWNLOAD A COPY OF THE 2017 ANNUAL REPORT.
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.

We Operate in Three Primary Business Segments:

- **Credit Card**: Consists of our domestic, consumer, and small business card lending and the international card lending businesses in Canada and the United Kingdom.

- **Consumer Banking**: 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.

- **Commercial Banking**: Consists of our lending, deposit gathering, and treasury management services to commercial real estate and commercial and industrial customers.

Community Impact:

- **Credit Card**: 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.

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

- **Commercial Banking**: 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.
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

The Board of Directors has four standing committees:
- Audit
- Risk
- Governance & Nominating
- Compensation

Visit the Investors section of our website for information on current directors and their committee assignments as well as copies of committee charter.

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 associates 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 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 Second Look® feature provides round-the-clock account monitoring and automatic customer notifications, while our 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.

We place a high priority on PROTECTING CUSTOMER INFORMATION and strive to put customers in control of their financial lives.

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 2017, discussions among this group ranged from exploring transformations and trends in retail banking, the development of digital tools for consumer lending, and policies and practices designed to help distressed customers.

For More Information
Click below to learn more about each of the following:

- Investors
- Newsroom
- Policy Affairs
- Investing for Good
03 Our People

A view into our talented team and inclusive culture
CSR 2017 Highlights | OUR PEOPLE

Total Workforce
49,173

Workforce Diversity

53% Women
47% Men

Racial and Ethnic Backgrounds

48% Diverse Races & Ethnic Backgrounds

Awards & Recognition

- 27% Executive/senior level women representation
- 100% Score on the Disability Equality Index (2nd consecutive year)
- 7 Business Resource Groups with 98 Chapters representing our workforce diversity
- 100% of Associates and Third-Party Vendors participated in some form of training
OUR WORKPLACE AND CULTURE

In 2017, thousands of talented new associates joined Capital One. They took on roles as customer advocates, technology explorers, and product innovators. 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.

Since we were founded, our success as a company has relied on bringing together the best, brightest, and most talented team of associates. Our workforce of 49,173 associates is our largest and most valuable investment as a company, bringing a unique array of passions, perspectives, and experiences that enable our company to continue to innovate and evolve.

Our continued efforts to make Capital One a destination employer and a truly great place to work for associates of all backgrounds did not go unnoticed. In 2017, we were recognized as:

- Fortune “100 Best Companies to Work For”
- Fortune “World’s Most Admired Companies”
- Fortune “Best Workplaces for Diversity”
- Fortune “Best Places for Working Parents”
- Fortune “100 Best Workplaces for Women”
- Fortune “100 Best Workplaces for Millennials”
- Human Rights Campaign “Corporate Equality Index 100%”
- Working Mother® “100 Best Companies”
- Anita Borg “Top Companies for Women Technologists Leadership Index”
- G.I. Jobs® “Military-Friendly Employers”
- CAREERS & the disABLED Magazine “Corporate Employer of the Year”

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.

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.

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

- Excellence
- Do the right thing
- Openness
- Inclusion
- Collaboration
- Diversity across multiple dimensions
People | Our Workplace and Culture

Workplace Diversity and Inclusion
We are focused on creating the best experiences for our associates and 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.

By embracing diversity in an inclusive environment, WE ENABLE OUR ASSOCIATES TO CONTRIBUTE THEIR BEST, AUTHENTIC IDEAS to create lasting value for the company.

Our Commitment to Diversity & Inclusion
“We want to unleash the talents of our 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 are honored to have been named a Top Company for Executive Women and one of the Best Places to Work for LGBT and Disability Inclusion.

RICHARD D. FAIRBANK | Founder, Chairman, and Chief Executive Officer, Capital One Financial Corporation

Total U.S. Race and Ethnicity 2017

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>51.6%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>20.7%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>10.3%</td>
</tr>
<tr>
<td>Asian</td>
<td>14.6%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>0.3%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>0.2%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
Diversity & Inclusion Advisory Board

The Diversity & Inclusion (D&I) Advisory Board is made up of representatives from our Enterprise D&I team, Diversity Champions for each line of business, and leaders of our Business Resource Groups (BRG). 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.

Powered by Perspective

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

Our Approach to 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

Enterprise Diversity & Inclusion Team

Our Chief Diversity & Inclusion Officer (CDIO) leads Capital One’s efforts to build a truly diverse workforce and foster a culture of belonging.

An Enterprise D&I team engages with business partners across Capital One and in our local communities, driving greater accountability for action and results, aligning line of business (BRG) efforts to the broader enterprise diversity and inclusion strategy, and elevating dialogue across the enterprise.

Leadership Engagement

Leaders play a significant role in creating a workplace environment where all associates can feel that they belong and their voices matter. One way in which some of our leaders are reaching out to associates across the company are through leader blogs, sharing their personal experiences, opening dialogues on various topics, and lending their voices to support inclusion 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
Business Resource Groups

BRGs were created to support Capital One’s growing diverse population, and the name underscores the significant value they contribute to our business. BRGs provide support in the form of programs, resources, and tools that enable our associates to achieve their full potential in an environment that values the differences we bring to the workplace. Their objectives are linked to Capital One’s goals of recruiting, retaining, and developing diverse talent and leveraging differences and connections to contribute to the success of the organization.

BRGs honor our workforce diversity through enterprise-wide observances of heritage celebrations such as Black History Month, Women’s History Month, Asian and Pacific Islander Heritage Month, Pride Month, Hispanic Heritage Month, National Disability Employment Awareness Month, and National Military Appreciation Month.

BRGs host compelling programs and speakers such as Madeleine Albright (hosted by the empowHER BRG), Marlee Matlin (hosted by the CapAbilities BRG), and a panel of transgender associates (hosted by the Out Front BRG) that elevate the dialogue surrounding diversity and inclusion. Sharing similar goals and recognizing intersectionality, our BRGs frequently work together to advance Capital One’s efforts.

BRGs embrace differences to encourage and promote ally engagement. Allies stand with BRG members and serve as ambassadors to increase awareness and understanding. They help to call out unconscious bias, create a work environment that is equitable to all associates, and build bridges between individuals and groups.

They can also serve as a bridge to our community. The Voices BRG hosted the Future Leaders Forum, a full-day event with interactive workshops and group discussions powered by Capital One volunteers which focused on helping students build leadership skills, improve financial literacy, and learn about the vast opportunities available in tech-based fields. As a part of Pride month, the Out Front BRG participated in numerous Pride parades across the country and related volunteer events.

Associates are encouraged to join BRGs when they first arrive to Capital One, in monthly all-associate D&I digital newsletters, at events and in outreach activities. All associates are welcome and joining is easily accomplished through Workday, our people management platform.

Capital One sponsors 7 BRGs, with 98 chapters across the enterprise:
Developing Our Associates

Associate development is a key objective for BRGs. A number of BRGs sponsor dedicated career development programs:

- The Voices BRG’s **Magellan Program** is designed to connect, educate, and empower Black 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.

- The Origins BRG hosts **Leadership Essentials for Accelerated Progress (LEAP)**, a coaching program that empowers high-potential associates to bring out the leader within and overcome internal/external barriers through self-awareness, reflection, coaching, and discovery for proactive career development and advancement.

- The Hola BRG sponsors the **Hispanic Leadership Development Program (HLDP)** and **Hispanic Leaders Coaching Program (HLCP)**. HLDP and HLCP are aimed at helping associates achieve their full career potential through leadership development training, executive speakers, networking events, one-on-one mentoring or coaching.

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.

Military Support

We are deeply committed to hiring and supporting service members, 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 BRG. This 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 associates successfully translate their unique skills to their jobs.

Our support for veterans and military families extends beyond our walls. We partner with the U.S. Chamber of Commerce’s Hiring Our Heroes initiative, support the Fisher House Foundation (in 2017, helping to construct a second Fisher House in Richmond, Virginia), and provide complimentary travel and accommodations for wounded/recovering service members and their families to attend the Capital One Orange Bowl in Miami, Fla.

Supporting Those with Disabilities

Capital One is committed to supporting associates with disabilities. **We are proud that we scored a perfect 100% on the Disability Equality Index (DEI) for two consecutive years,** recognizing our efforts to drive greater disability inclusion through our policies and practices. We also received the National Organization on Disability’s (NOD) Leading Disability Employer Seal for leading the way in hiring talent with disabilities and were recognized by **CAREERS & the disABLED Magazine** as Corporate Employer of the Year.

Our **CapAbilities BRG** provides a forum for associates with disabilities, caregivers of individuals with disabilities, and allies to connect with one another. CapAbilities is a strong support network and community that endeavors to debunk misleading stereotypes and advocate for the full inclusion of people with disabilities in the workplace and beyond, while also extending outreach into local communities.
In 2014, we launched our Women in Tech (WIT) program internally to elevate our focus on women working in technology. It started when two software engineers, Kaylyn and Katie, spoke with technology executive Julie Elberfeld about what they were seeing in articles and hearing from friends about the declining representation of women in the technology industry and the rise of hostile environments in some tech companies. They wanted to prevent that from ever interfering with the inclusive culture at Capital One. That meeting turned into a working group, which developed into local WIT chapters across the country, then it grew into a movement across the company and our communities.

WIT brings Capital One women and men together to focus on developing a love of technology in girls, improving the representation of women in the technology field, and supporting the career development of women in tech roles in tangible and impactful ways. We have also found meaningful ways to engage with community partners and support their vital work, including Women Who Code, Black Girls Code, Girls Who Code, and the Anita Borg Institute.

The biggest annual external event for WIT is the Grace Hopper Celebration of Women in Computing, and we have continued to sponsor it at the highest level to ensure that the next generation of women technologists have opportunities to learn and get connected with industry professionals to start amazing careers. We also send hundreds of Capital One associates to attend so that they can enhance their skills and be inspired by other women excelling in tech.

As we continue in a digital revolution, the technology industry is in critical need of diverse talent that will elevate team effectiveness and mitigate bias. With a continued spotlight on the significant issues facing our country’s technology workforce, we are investing in local and national initiatives to help girls and women in all stages in their technological journey.”

JULIE ELBERFELD | SVP, Shared Tech & Executive Lead for Diversity in Tech
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. Through this program we receive tens of thousands of creative and thoughtful ideas from our associates each year and thousands of those ideas are then implemented.

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, more than 6,000 associates have been honored among our Circle of Excellence recipients.

Corporate Onboarding Program
Our Corporate Onboarding Program introduces our new hires to Capital One’s culture and values. The day one experience instills shared values and principles, connects associates with each other and educates about our company story and business strategy. The onboarding experience is the critical moment for beginning a career at Capital One. On-boarding is facilitated by our ‘adjunct faculty’ in-house Subject Matter Experts (SME) that contribute their time to teach others. This peer-to-peer learning model ensures the learning we are delivering is customized and relevant to our associates.

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 is why we have 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
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.

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 are not available, we offer our associates reliable dependent care benefits.
People | Our Associate Benefits Programs

**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.

**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.

**Helping Associates Succeed Financially**
We care about helping our associates invest in their future and plan for retirement. We offer market-leading company contributions to associates’ 401Ks, subsidized Associate Stock Purchase Plans, and Flexible Spending Account contribution matches to ensure our associates feel secure in their finances.

**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

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**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
Community Impact

A view into our commitment to build healthy, thriving communities
CSR 2017 Highlights | OUR COMMUNITY

$1.7 billion invested in loans and investments

More than 10,000 units built

Provided $50.5M in grants

Associates volunteered 403,000 hours sharing their talents and time

More than 12,000 jobs created

Recognized as one of America's Most Community Minded Companies in the Points of Light Civic 50
At Capital One, we believe strong communities and strong businesses go hand-in-hand. Our philanthropic efforts invest in organizations that help people prepare for jobs of the future, small business owners develop skills to grow their businesses, and people at all stages of life to be better money managers.

These investments are strengthened by Capital One associates who are generous with their talents and time. In 2017, they spent 403,000 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.

Taking Action Together

Our focus on affordable housing, financial literacy, small business development, and workforce training have made a positive impact in the lives of hundreds of thousands of people. This progress is possible thanks to the substantial commitments of time and skill from our associates.

In 2017, Capital One gave $50.5 million to nonprofit organizations that help build economic opportunity in our communities. As part of our commitment to increase access to affordable rental housing, we also provided more than $1.7 billion in loans and investments, creating more than 10,000 affordable places to live and more than 11,000 jobs.

Through our Future Edge investments we’re focused on three specific areas:

**Skills for the 21st Century:** We are ensuring that people develop skills for the jobs of today and tomorrow

**Small Business Development:** We are introducing entrepreneurs to new technology solutions that will help them grow their businesses

**Financial Well-Being:** We are 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

Technology continues to change our economy, society and communities, with new advancements and opportunities. However, not everyone is prepared for the pace of change or equipped with the skills and knowledge to take advantage of these innovations.

That is why Capital One is committed to empowering communities, families, and individuals by helping them gain the skills they need to succeed in a digital world. Through our Future Edge™ community grants, we are investing $150 million over five years to help more Americans thrive in the ever-changing digital economy. Our associates are also donating their time and expertise to help educate anyone who dreams of a better job, a thriving business, and a more secure financial future.
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 communities.

Per Scholas
Since 2010, Capital One has invested more than $1 million 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, N.Y., Dallas, Texas, 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.

According to a Senior Director at Per Scholas “Our 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.”

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, culminating in a one-day hackathon.

Future Edge Programs and Partners
Below is a representative sample of Future Edge programs and partners:
- Capital One Coders
- Construction Contractors’ College
- Debt Boot Camp Program
- Dress For Success
- Empowered Women International
- FAFSA & College Preparation
- Future Founders
- Getting Down to Business
- HEART Empowers
- Hot Bread Kitchen
- Junior Achievement and Finance Park
- Kiva
- Per Scholas
- Ready, Set, Bank
- Year Up
**HEART Empowers**

Research shows that having digital skills has become an imperative for American workers. Through our Human Resources Employment Readiness Training (HEART) Empowers Program, our HR leaders and associates are able to use their skills to help under-employed high school graduates and adults gain the skills to earn a living wage. In partnership with local nonprofit organizations, our associates help participants with mock interviews, resume reviews, career panel discussions, tips for creating their own brand in channels like LinkedIn, and the opportunity to take professional headshots. Since launching in 2016, more than 500 HR associates have volunteered more than 4,200 hours helping 30 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 almost $2.5 million in the Washington, D.C., New York, N.Y., Seattle, Wash., and Wilmington, Del. 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.

Our involvement over the years has allowed us to hire many of the program's impressive young participants as interns and, eventually, transition them to competitive roles in the company. In fact, more than 40 former Year Up interns now have full-time positions with us, and during the past year, eight of those interns that now work on our Tech teams were promoted.

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

**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.

In 2016, Capital One co-founded Future Founders’ Fellowship, a selective year-long program designed to accelerate the development of top student entrepreneurs across the United States. Fellows have priority access to all Future Founders services plus benefit from mentoring, entrepreneurship retreats, a peer community, and volunteer opportunities through other Future Founders programs.

**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.

During the 2017 “FAFSA season,” Capital One and the New School distributed 110,000 guides to every New York City high school and nonprofit organization operating college-focused programs.

Click below to download the guide: FAFSA GUIDE

“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 cofounded) created 234 jobs, raised $3.3 million in outside capital, and generated $9.1 million in revenue.”

SCOTT ISSEN | Future Founders President/CEO
Community | Skills for the 21st Century

FUTURE EDGE STORIES

XENIA C. (Queens, N.Y.): Capital One Coders
Xenia participated in Capital One Coders program at her local YMCA. Capital One Coders harnessed her excitement and curiosity to develop digital skills that will help shape her future. Xenia is now more comfortable and confident using technology.

JASMINE L. (Chicago, Ill.): Future Founders
Jasmine knows that she wants to be an entrepreneur. Through Future Founders Jasmine learned about technology as well as real life skills such as teamwork, problem solving, and networking to help her achieve that dream.

ROCIO A. (Irving, Texas): Per Scholas
Rocio was trained, certified, and placed in a tech career through Per Scholas. The program not only gave her a strong foundation, it also helped Rocio kick-start a career in the IT world.

NIAYA W. (McLean, Va.): Year Up
Niaya learned to “lift as you climb” through Year Up. She started in the Year Up program to give herself a competitive edge. Now, as a Capital One associate, she’s on a journey to help uplift others.

Xenia is one of more than 9,000 students who have developed a greater interest in science, technology, engineering and mathematics (STEM) and have learned problem solving, teamwork, and the basic principles of software development through Capital One Coders. Since 2014, more than 2,400 Capital One associates have volunteered more than 54,000 hours to teach sixth-, seventh- and eighth-grade students during the 10-week-long program.

In the process, she learned interview skills, troubleshooting, and most importantly the power of persistence.

Rocio is one of many individuals to receive tech job training through Capital One’s support for Per Scholas in New York, N.Y., Dallas, Texas, and Washington, D.C. Capital One has invested in Per Scholas, a nonprofit organization that provides technology access and education in underserved communities, since 2010.

Niaya is one of more than 40 Year Up interns who now have full-time positions at Capital One. Our work with Year Up over the past decade has helped provide young adults like Niaya with the skills, experience, and support to reach their potential.

Jasmine is now comfortable with technology, looks forward to talking with new people, and seeks opportunities to collaborate in a team.

Jasmine is only one example of how Capital One is helping empower the next generation of leadership. Our work with Future Founders connects elementary- to college-age youth to experienced mentors and equips students with skills that empower them to create their own opportunities. Student alumni (from the Fellowship that Capital One cofounded) created 234 jobs, raised $3.3 million in outside capital, and generated $9.1 million in revenue in 2017 alone.
SUPPORT FOR SMALL BUSINESSES

Thriving communities are made up of thriving small businesses that serve as employers, agents for economic growth, and symbols of progress and vitality for local residents. To support small businesses and encourage their growth and expansion, Capital One provides increased access to capital and facilitates mentorship and coaching.

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 invested 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, Calif.

Since 2012, our matching funds have supported 1,483 small businesses with $1.9 million in collective funding and capital. We invested $955,000 in Kiva between 2014 and 2017.

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 low and moderate income 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.

Our Partnership with Kiva

Since 2012, our matching funds have supported 1,483 small businesses with $1.9 million in collective funding and capital.
Community | Support for Small Businesses

Skill Building and Mentoring

Getting Down to Business
Small businesses face a variety of challenges every day. Capital One created Getting Down to Business (GDTB) to address these core needs through coursework and mentorship support. This includes everything from budgeting to marketing to business growth plans to networking.

Since starting in Houston in 2009, more than 250 small business owners in that city and several other cities across the country have participated in the program, learning how to increase sales and profits, create good hiring programs, secure new capital, and increase their credit scores.

In 2017, 41 small business owners participated in the program. All met their savings goals and earned a matching grant, and 66% increased their credit score by an average of 16 points.

Hot Bread Kitchen
Through our partnership with Hot Bread Kitchen (HBK), a nonprofit social enterprise based in New York, N.Y. 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 2017, 15 business owners participated in financial counseling to learn ways to improve their financial position and gain access to financing. Five of these business owners were able to obtain loans that helped evolve their businesses.

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. In 2017, EWI served 410 women entrepreneurs through business development support services, including 65 women who completed comprehensive and intensive training courses.

In 2017, Capital One’s investments in skill building and mentoring led to:

- **All 41 participants** in our Getting Down to Business Program met their savings goal and received $2000 in a matching grant.
- **410 women** were able to increase their business knowledge because of our investment in Empowered Women International.
- **75% of the participants** in our Construction Contractor’s College increased their credit score by an average of 21 points.

Construction Contractors’ College
Capital One supports small and mid-sized construction companies through its Construction Contractors’ College (CCC). The free seven-month program aims to create a larger and stronger pool of local minority and women contractors by equipping business owners with the information, resources and guidance needed to successfully bid and win major 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.

In 2017, 12 small business contractors participated in the Houston Contractors Construction College program. All met their savings goals and earned a matching grant, and 75% increased their credit score by an average of 21 points.
Financial knowledge and skills are crucial building blocks for economic success at all stages of life. Through our community programs and nonprofit partnerships, we help people gain a clear understanding of personal finances, provide real-time information and training to help individuals make the best financial choices and empower people to take control of their financial future.

**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.

**Debt Boot Camp Program**
The Debt Boot Camp is a free seven-month program designed for individuals who are committed to getting out of debt and building a long term sustainable financial foundation. In addition to the monthly presentations, participants have access to resources such as, confidential one-on-one counseling and estate planning, as well as the opportunity to qualify for a Capital One match grant to support, encourage, and incentivize savings behavior. Through the program, we are helping individuals build their savings, improve credit scores, and reduce debt.

Since it started in 2012, Debt Boot Camp has been responsive to the community’s needs. For instance, this year we incorporated Hurricane Harvey recovery related content to help Houston families get important information and support them during this challenging time.

Expanding on our success in Houston over the past several years, we launched a pilot program in Dallas. The tools and resources taught in the Debt Boot Camp are helping our Dallas participants become more financially stable.

“I’m a young woman who was homeless in her teens, financially and mentally broken in my 20’s and half of my 30’s. At the age of 38, I can proudly say that I’m stronger, that I will be out of debt soon and stay out of debt, my credit scores are better than they have ever been (increased 120 points) and I’m on a path of wealth creation because of the DBC program.”

**SHARITA C. 2017**

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**Junior Achievement and Capital One in 2017**

- Approximately 3,000 Capital One associates volunteered with Junior Achievement
- More than 41,000 students participated in programs with Capital One 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.
- Capital One has been honored to receive the Gold U.S. President’s Volunteer Service Awards eight times.
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

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 2017 alone, our support impacted the lives of over 2,500 underemployed and unemployed women. Capital One continues to invest in the lives of individuals seeking additional support to increase their personal and professional growth and success.

This year, our Denver, Colo., Glendale, Calif., and San Francisco, Calif. Cafés served as pilot host sites and formal sponsors of the Dress for Success’s Financial Education Program. During the 13-week series, more than 45 women across the three sites received valuable financial literacy training from budgeting to credit management to their emotional relationship with money. Café Ambassadors served as session facilitators, investing a total of more than sixty volunteer hours to inspire confidence, courage, and belief in all participants. In fact, eighty 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 2018, Cafés are expected to graduate nine new cohorts, serving 180 women, through our Financial Education Program efforts.

ROBIN T. (Chicago, Ill.): Dress for Success

Robin learned about digital technology, financial literacy, interview skills and leadership through Dress for Success. The program provided support, helped Robin build her confidence, and set her up for success in today’s digital world.

Robin is one of the 2,500 women whose lives has been impacted by Capital One’s support for Dress for Success. We partner with Dress for Success to empower women to achieve economic independence by providing a network of support, professional attire, and the development tools to help them thrive in work and life.
INCREASED ACCESS TO FINANCIAL SERVICES

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.

Secured Card
Our Secured Card helps consumers build and repair their credit, while also establishing healthy financial habits to manage credit more effectively long-term.

In 2017, we worked with our partner Justine Petersen to provide in-depth trainings about our secured card and how it can be used as a credit building tool to nonprofits in Chicago, Ill., Houston, Texas, Los Angeles, Calif., Washington, D.C., and New York, N.Y. As a result, 27 nonprofits across the country were provided grant support with 663 individuals projected to enroll in the Capital One secured card.

Smart Growth
Capital One created Smart Growth, a credit counseling grant program to help nonprofit agencies think strategically about industry challenges, advance innovations and share best practices. To date, the program supports 83 nonprofit credit counseling agencies across the country that help individuals get out of debt and is one of the largest philanthropic programs Capital One offers.

Smart Growth has helped participating credit counseling agencies enroll eligible clients in debt management plans and support their clients as they are undergoing financial volatility while also fostering greater communication and collaboration among the nonprofit credit counseling industry.

Due to the success of the program, Capital One provided additional mini-Smart Growth innovation grants to credit counseling groups in 2017.

To date, Smart Growth supports 83 NONPROFIT CREDIT COUNSELING AGENCIES across the country that help individuals get out of debt and is one of the largest philanthropic programs Capital One offers.
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, an 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.

Listos, Cilc, Avance

Listos, Cilc, Avance (LCA), the Spanish language version of Ready, Set, Bank, helps seniors and recent immigrants from Latin America who may struggle with online banking. The four-part workshop series discusses the benefits of online banking, safety and security concerns, how to use the technology, and money management tips.

Listos, Cilc, Avance Helps L.A. Street Vendors Use Technology and Grow Business

Capital One partnered with The Leadership for Urban Renewal Network (LURN) on a program to educate Los Angeles street vendors using the LCA program. The group not only overcame their fear of using technology and learned how to use online banking features, the program also inspired new business solutions such as accepting credit card payments through Venmo or Square.

BOBBY J. (Takoma Park, Md.): Ready, Set, Bank

Bobby’s life was changed when he learned about online banking through Ready, Set, Bank. The classes and videos helped to open his eyes to technology and gain the tools and confidence to bank online. Now Bobby doesn’t worry about checking his balance or late fees.

Bobby is one of more than 75,000 individuals to take advantage of Capital One’s Ready, Set, Bank. The program offers a series of 44 brief, micro-learning videos and lesson plans that explain the benefits of online banking and address issues of online security while teaching online and mobile banking basics. It is available in Capital One’s branches and 26 of Capital One’s nonprofit partners use it in workshops. Capital One also formed a partnership with the National Council on Aging to promote the educational resources to its member agencies and the public. The videos and other materials can be accessed at www.readysetbank.org.
Community | Increased Access to Financial Services

**Grameen America**

By partnering with Grameen, Capital One is reaching formerly unbanked low-income individuals and providing access to mainstream banking services. (Unbanked individuals do not have access to a bank account.)

Grameen is a nonprofit and Community Development Financial Institution dedicated to helping low income women build small businesses to create better lives for them and their families. Grameen offers its members microloans, training, and support to alleviate poverty.

After a week-long financial education training program, members are referred to a partnering bank to open a no-fee savings account. To date, over 10,000 no-fee savings accounts have been opened in Brooklyn and Queens in New York; Union City, N.J. and Austin, Texas.

Since 2014, Capital One has invested $435,000 to support Grameen’s national expansion.

**Save Your Refund**

We know saving is essential for long-term financial success, regardless of your financial background. That is 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. Last year, we helped 15 nonprofit partners successfully incorporate SYR into their Volunteer Income Tax Assistance (VITA) programs.

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**GRAMEEN AMERICA**

Over 10,000 no-fee savings accounts have been opened in Brooklyn and Queens in New York; Union City, N.J. and Austin, Texas.
A central part of our focus on building healthy, thriving communities, and helping people with their financial well-being, is a comprehensive approach to affordable housing. At Capital One, we contribute our skills and resources to prevent homelessness, increase homeownership, stabilize vacant properties, and increase access to affordable housing stock.

Through 2017, 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.

**Community Finance**

At Capital One we are committed to helping more people obtain safe, affordable housing. We recognize the need to have a quality place to call home is widespread in low-income communities throughout the country. That’s why we work with local developers to not only invest in affordable rental housing but to also create local jobs and when possible, provide supportive services.

Capital One’s Community Finance team manages a $6.1 billion loan and investment portfolio focused on affordable housing developments built by nonprofits, local agencies, and specialty developers and bring our financial expertise to bear on developments with multiple public and private funding sources. This allows us to address critical community needs through customization and innovation.

**Creating Homes in Communities**

Our work with diverse partners allows us to reach a variety of communities across our footprint. Through Capital One’s Social Purpose Program, we provide our nonprofit partners with additional grants, funding, and support to help respond to community needs.

Since 2007, Capital One has:

- Invested $10.1 billion in affordable housing via loans and investments through the Low-Income Housing Tax Credit (LIHTC) program in affordable housing
- Financed 116,400+ safe, affordable units
- Created more than 131,000 jobs
- Provided 33 grants totaling $6.7 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
Examples of 2017 Affordable Housing Developments

**Karis Village**

**What:** An 88-unit family development

**Where:** Miami, Fla.

**Our Partners:** Carrfour Supportive Housing and Green Mills Group

**Our Investment:** Capital One provided an $8.5 million construction loan and $25.6 million in proprietary 9% Low Income Housing Tax Credits.

**Who We’re Serving:** Through the financing we provided as well as an additional $250,000 Social Purpose Grant, to be paid over a 10-year period post construction completion, Capital One is helping provide supportive housing for households earning 33% Area Median Income (AMI) (14 units) and 60% AMI (74 units). Half of the unit mix, 44 units, will be set aside for at-risk or formerly homeless households, with a preference for Veterans.

**2514 North Broad Street**

**What:** An 89-unit family development

**Where:** Philadelphia, Pa.

**Our Partners:** 2415 North Broad Development Corporation and Project HOME

**Our Investment:** Capital One provided an $13.6 million construction loan and $20.2 million in proprietary 9% Low Income Housing Tax Credits.

**Who We’re Serving:** Through the financing we provided as well as an additional $250,000 Social Purpose Grant, to be paid over a 10-year period post construction completion, Capital One is helping provide housing to families earning 20% AMI (9 units), 30% AMI (11 units), 50% AMI (33 units), 60% AMI (35 units), and an additional unit for an in-resident manager. The project will receive project based rental assistance through the Rental Assistance Demonstration Program (RAD) for 100% of the units, of which 75% are targeted to formerly homeless families or families at risk of becoming homeless. Residents have access to Project HOME’s full range of programs, including job training and placement services.
SUPPLIER DIVERSITY

Diversity and inclusion play an integral role in our culture at Capital One. By working alongside associates with different backgrounds, experiences, and perspectives we are able to create better, more thoughtful ideas, approaches, and solutions that reflect the unique interests and needs of our customers. Likewise, we are proud to embrace this same spirit of inclusion in our supply chain. We believe that the more diverse and inclusive we are, the better the results will be for the customers and communities we serve.

Supplier Diversity Program

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

Through our mentor and technical education programs, we provide business expertise and guidance to build capacity among a diverse supplier base. These programs help positively position diverse suppliers within the market to bid and win work from Capital One and other firms.

In 2017, Capital One’s Chief Procurement Officer was named to the Women’s Business Enterprise National Council (WBENC) board. For the fourth time, we received the WBENC’s Top Corporation award – given to members who choose to integrate policies and programs that enable growth and innovation, and reduce barriers for women-owned businesses – and our first receiving the award at the Gold level.

Catapult Program

In 2017, Capital One launched the Catapult program in partnership with the National Minority Supplier Development Council (NMSDC). Catapult is an innovative development program designed to support certified diverse businesses by helping them bridge the digital divide. Leveraging the unique attributes of Capital One – our innovation/technology focus, digital labs and experienced and talented associates – the program provided digital and innovative business expertise and education over a seven-month period to help participants develop solutions to their critical business challenges by utilizing learnings from the program.

2017: Our direct spend with diverse suppliers represented approximately 10% of our overall procurable spend.

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.
Companies selected for the Catapult program participated in a variety of instructional courses such as digital fundamentals, collaborative thinking workshops and one-on-one meetings with subject matter experts while also receiving feedback from a dedicated advisory board. The program culminated with a competitive event, where a panel of judges from across Capital One chose the business which pitched the best solution to their business challenge. The winning business received a prize package that included a year of business coaching; a cash grant to implement their proposed solution; branding consultation; tuition for an advanced minority supplier education program; and registration to the annual NMSDC conference.

To date, we have successfully matched diverse business owners with Capital One associates in New York, Maryland, Virginia, Texas, and Washington, D.C.

We are committed to our suppliers and highly encourage them to demonstrate the same pledge to diversity as Capital One by diversifying their own supply chain. In 2017, we expanded our Tier II program, which is designed to maximize opportunities for diverse-owned businesses by encouraging prime suppliers to support supplier diversity efforts. The program provides opportunities to diverse suppliers and likewise strengthens our supply chain by adding a new dimension of diversity. This allows us to capture millions of dollars of diverse spending each year, strengthening our diversity story, and building capacity among the diversity supply base.

We continued our SAGE (Strategies to Advance and Grow Enterprises) Advice mentorship program this year, which we offer in partnership with the Women Presidents’ Educational Organization (WPEO). The program matches women business owners with partners from Capital One and WPEO to provide mentoring and business development support.

We also celebrated five Capital One associates who were recognized as “Buyers of the Year” by the Minority Business News (MBNUSA), which recognizes best-of-the-best corporate buyers who help develop and drive supply chain diversity by evaluating and buying services and products from women- and minority-owned businesses.

In addition, a variety of organizations and publications once again honored Capital One for our dedication to driving diverse business inclusion in our supply chain and our commitment to excellence in growing diversity businesses. These accolades are powerful reminders of the role we play in creating a culture of diversity day-in and day-out for our associates and throughout the Capital One supply chain.

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, such as our Supplier Diversity Mentoring, Second Look, and Getting Down to Business Programs. We have also partnered with diversity groups on mentorship programs, such as Women Veteran Entrepreneur Corps, the Capital Region Minority Supplier Development Council’s StreetWise™ MBA program, and the City of Richmond’s Office of Minority Business Development’s mentor program.

What I have discovered through this journey is that, with the utilization of technology, we will be able to cut our costs by more than half and triple our margins.”

KIMBERLY EWALT | CEO, Charter Oak Environmental Services, Inc.

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Embracing the Opportunities Ahead

At Capital One, our commitment to diversity is firmly rooted in our corporate culture and values; our associates bring those values to life both within our workplaces and our communities every day.

We are committed to the communities we serve and that includes helping individuals and businesses flourish. Because of this commitment, we will continue to develop and launch innovative mentorship and business development programs to help diverse businesses gain 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 non-profit partners focused on supplier diversity, Capital One associates from across the company helped mentor diverse business owners or shared their expertise with diverse businesses in class settings or one-on-one meetings. In addition, associates also served on the boards of our non-profit partners, met with diverse suppliers to explore potential opportunities, and shared best practices in sourcing and procurement with peers.

Capital One associates are equally committed to our community and diversity efforts, offering their time and talents to mentor, advise and share subject matter expertise with our program participants. With a more diverse associate base that is deeply rooted within individual communities, we are becoming better equipped to tackle the complex and unique challenges that face our customers and communities.

This is an exciting time at Capital One and within the communities we serve, and we will use our role as a digital leader to find new touchpoints to engage across our footprint.
05 Environmental Sustainability

A view into our measures to improve the sustainability of our company
ENVIRONMENTAL SUSTAINABILITY OVERVIEW

2700+ ASSOCIATES VOLUNTEER TO MAKE OUR COMMUNITIES GREENER

10,000 HOURS DEDICATED TO GREEN VOLUNTEERISM

100% renewable energy used to power the company

OVER 99% of the emissions offset from the Capital One workforce commute to and from work

90% of paper purchased from renewable sources

2,760 tons of paper recycled primarily through our secure shred program

20+ GREEN TEAMS participated in Capital One’s Earth Day Celebration
Being good stewards of the communities we serve extends beyond the personal connections we are able to build and training programs we support. At Capital One, we are committed to continuously improving the sustainability of our business for now and into the future. That means we are working to reduce the environmental impact of our operations and making positive environmental impacts.

We recognize that climate change is real and if current trends continue, the environmental and social impacts will be severe. Our commitment to 100% renewable energy and our greenhouse gas reduction goals reflect the consensus of the scientific community.

We continue to engage our suppliers, associates, customers, and other stakeholders in our environmental efforts, and we made significant strides together in 2017.

Capital One’s environmental strategy and policies are managed by our Environmental Sustainability Office (ESO). The ESO tracks corporate performance against sustainability goals, publishes environmental disclosures, and spearheads 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. These efforts include being mindful of the kind of paper we use to the choices we make when constructing new offices.

The ESO’s work is done in conjunction with thousands of committed Capital One associates, from all levels and lines of business, who champion environmental stewardship in their workplaces and communities. Across more than 20 offices, branches, and Cafés, many of these associates have formed Green Teams, changing banking for good through volunteer-led environmental sustainability initiatives in their workplace and communities.

Our Approach to Environmental Management

**OUR COMMITMENTS:** Setting strong goals to reduce our carbon footprint and drive positive environmental impacts

**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
OUR COMMITMENTS

While we have made good progress over time, we know our sustainability journey will continue to evolve as our business evolves. That is why we continually evaluate our progress against our goals and update them as appropriate.

- Annually power the company with 100% renewable energy
- 50% reduction of campus landfill by 2025
- Pursue LEED® Silver certification or higher for new buildings and renovations
- Purchase at least 95% of our paper from environmentally preferred sources
- Achieve carbon neutrality for Scope 1 direct,* Scope 2 indirect† and Scope 3‡ business travel greenhouse gas (GHG) emissions
- Reduce Scope 3 GHG emissions by 25% by 2025 (from a 2018 baseline)

* Scope 1 GHG emissions are direct emissions from sources that are owned or controlled Capital One.
† Scope 2 GHG emissions are indirect emissions from sources that are owned or controlled by Capital One.
‡ Scope 3 GHG emissions are from sources not owned or directly controlled by Capital One but related to activities.
Supporting Renewable Energy
Renewable energy is a critical tool in the fight against climate change. Beginning in 2017, we committed to 100% renewable energy and met this goal by purchasing 414,000 MWh of Renewable Energy Credits (RECs) to meet 100% of our 2017 electrical consumption.

Purchased 414,000 MWh of Renewable Energy Credits (RECs) to meet 100% of our 2017 electrical consumption.

Reducing Greenhouse Gas Emissions
We achieved our original five-year absolute 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 continued to challenge ourselves with two new GHG reduction goals:

1. **CARBON NEUTRAL** for Scope 1* and Scope 2 emissions,† as well as Scope 3 emissions‡

2. **25% ABSOLUTE REDUCTION** of Scope 3 emissions‡ by 2025 (from a 2018 baseline)

When setting our new goals, we took into account the United Nations Framework Convention on Climate Change and Paris Agreement’s goal to keep the increase in global average temperature to below 2 degrees Celsius above pre-industrial levels and to limit the increase even further to 1.5 degrees Celsius.

We all have a role to play in this effort, and we are committed to doing our part to combat climate change. To that end, Capital One inventories and verifies our GHG emissions each year through a reputable third party. Emissions are reported annually to CDP.

Since 2010, Capital One has been a member of the U.S. Environmental Protection Agency (EPA) Green Power Partnership, and in 2017, we were recognized by the EPA with a Green Power Leadership Award for Excellence in Green Power Use.

While purchasing RECs has enabled Capital One to meet our commitment to 100% renewable energy, we expect our corporate renewable strategy to evolve in the coming years and to include additional methods of procurement such as on-site renewable generation.

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* Scope 1 GHG emissions are direct emissions from sources that are owned or controlled Capital One.
† Scope 2 GHG emissions are indirect emissions from sources that are owned or controlled by Capital One.
‡ Scope 3 GHG emissions are from sources not owned or directly controlled by Capital One but related to activities.
**Investing in Green Building**

Another way we can be good stewards of our environment is by having more energy efficient and sustainable work spaces. Capital One has more than 10.8 million square feet of office space in our real estate portfolio and because of this it is crucial that we design, construct, and equip our building with these practices in mind. We have made a considerable investment in green buildings in recent years, already achieving LEED® or Green Globe® certification for approximately 50% of our office portfolio, and we want to keep the momentum in the years to come. That is why we have 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. An additional 2 million square feet of space is on track for LEED® certification by the end of 2018 which will result in over 7 million square feet of LEED® or Green Globe® certified space in our portfolio.

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. In 2017, we installed building automation systems in over 300 new branch locations, which we estimate will result in annual savings of over 150 metric tons of CO₂. More than thirty office locations are now connected to the National Operations Center Building Automation systems. We also completed LED lighting and HVAC upgrade projects in numerous offices and branches. LED lighting is now a standard requirement for all of our office renovations and new construction.

**Sourcing Paper Responsibly**

In today's digital economy, paper still plays a critical role in how we perform our day-to-day 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.

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 certifications, 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.

In concert with 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. Additionally, we developed an auditable process to ensure our suppliers meet the requirements outlined in our policy. GFTN has also assisted Capital One in training associates and suppliers on our paper policy, forest certification, and broader environmental issues.

In 2009, we instituted a corporate Paper Policy, and since then we steadily increased the percentage of environmentally preferred paper sourced. In 2017, we purchased 90% of our paper from Environmentally Preferred Paper (EPP) sources that are either certified by the Forest Stewardship Council® (FSC) or contain at least 30% post-consumer waste (PCW) – and we are on track to reach our 95% target in 2018.
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 by pursuing green power sources, adhering to green building principles, providing robust waste diversion programs, and offering more sustainable travel options for our associates. At Capital One, we recognize the importance of global efforts to reduce our environmental footprint, which will help us realize cost savings and improve the environmental health of our communities over the short- and long-term.

Water
Capital One has implemented several measures to conserve water at our facilities, including:

- Standardizing EPA WaterSense criteria fixtures in new office construction and renovation projects
- Working closely with our food service providers to identify water reduction opportunities in our cafeterias
- Specifying the use of native landscaping strategies to limit the need for irrigation
- Using surface runoff water to irrigate vegetation at our headquarters building

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.
Environment | Our Operations

Composting and Recycling
Capital One is committed to reducing our waste. In fact, we have set a corporate-wide goal to reduce our landfill waste 50% by 2025 at our four campus locations. To achieve this target, Capital One introduced composting at our campus locations in 2015. Composting not only lowers the amount of waste sent to landfills, it also plays a critical role in reducing methane—a greenhouse gas that is 30 times more potent than carbon dioxide.

We have also introduced centralized waste collection in over 65% of our office spaces. Instead of having under-desk trash cans, associates use consolidated bins to sort their recycling, compost, secure shred and trash. This step improves recycling rates by making associates more mindful of their decisions when disposing of waste.

In 2017, we composted 566 tons of organic waste and recycled 2,760 tons of secure shred paper and 1,208 tons of plastics, non-confidential paper and aluminum.

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 four sites are now donating food that might otherwise go to waste to local hunger relief nonprofits in our communities. In 2017, this added up to more than 23 tons of food donated.

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 2017, we worked with our accredited vendor to responsibly dispose of 380 tons of electronic assets, including desktops, laptops, servers and monitors.
**Environment | Our Operations**

**Paper Reduction and Recycling**
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 2017, we recycled 2,760 tons of paper, primarily through our secure shred program.

**Associate Commute**
In addition to neutralizing business travel greenhouse gas emissions, we are interested in facilitating a more environmentally friendly commute. In 2017, Capital One offset over 99% of the emissions from the Capital One workforce commute to and from work.
- Capital One has more than 100 electric vehicle (EV) charging ports at six office locations across the U.S. Over the course of 2017, EV drivers plugged in 12,823 times, thus avoiding approximately 57 metric tons of greenhouse gases.
- We make peddling to work easier by offering bike racks and shower facilities for associates.
- Associates have easy access to public transportation at Capital One’s headquarters, located adjacent to a major Metro station in McLean, Va.
- Capital One’s shuttle busses provide a more eco-friendly commute for associates traveling between our McLean and Richmond, Va. offices. In 2017, our shuttles provided associates with over 41,000 rides.
- Bicycles, provided by Capital One, are a fast and fun way to get around our two largest campuses.

**REDUCING WASTE IN 2017**

- **2,760 METRIC TONS** of secure shred paper recycled
- **380 METRIC TONS** of electronics recycled
- **23 TONS** of food donated
- **566 TONS** of organic waste composted

*Gross waste disposal numbers
Engaged and informed employees are critical to the success of any corporate sustainability program. We are able to create powerful advocates and agents of change for our sustainability programs and initiatives by harnessing the energy, passion, and talents of our associates.

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 sustainable choices at home.

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 2017, we hosted former Vice President Al Gore to talk to our associates about climate change.

In addition to our speaker series, each April Capital One celebrates Earth Day with company-wide events supported locally by our 20+ Green Teams. Celebrations feature educational exhibits, local food vendors, contests, environmental film screenings and more. While sustainability is a year-round effort, these events provide perfect opportunities to engage associates on environmental topics.

Each April Capital One celebrates Earth Day with company-wide events supported locally by our 20+ GREEN TEAMS.
Green Volunteerism
More than 2,700 Capital One associates dedicated more than 10,000 hours in 2017 to help make their communities greener by partnering with local nonprofits and community organizations on a variety of environmental projects, such as:

- Cleaning out the gardens for the homeless at Woodbrine House in McLean, Va.
- Assembling recycling kits for the Richmond, Va. Public Schools
- Collecting trash along the James River in Richmond, Va.
- Collecting trash and debris from Florida beaches in partnership with Keep Tampa Bay Beautiful
- Adopting and cleaning up local parks during the Great American Clean Up in Plano, Texas
- Helping design and plant a native garden at a Plano, Texas senior high school
- Helping complete an educational nature trail at the Environmental Education Center in Plano, Texas
- Cleaning up and preparing gardens for Green City Force in New York City
- Beautifying and painting the sea rail between the Manhattan and Brooklyn Bridges in New York City
- Offering free electronics recycling for our associates in St. Cloud, Minn.
- Helping clean up the Christina River in Wilmington, Del.
- Collecting trash and debris along the Chesapeake Bay beaches in partnership with the Chesapeake Bay Foundation

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

For example, Capital One provided financing to renovate the American Geophysical Union (AGU) headquarters and achieve the non-profit organizations net zero energy goals. The renovated headquarters will be a net-zero building, which means the building will realize an annual balance between energy demand and the energy created on site. To achieve net zero, AGU is incorporating a variety of sustainable technologies including:

- 11.5-foot-high rooftop photovoltaic array
- Green wall to reduce energy loads and improve indoor air quality
- Municipal sewer heat exchange
- High-performance exterior upgrades such as triple-pane glazing, dynamic glass shading, and enhanced insulation

Slated to reopen in 2019, the 62,000-square-foot headquarters will achieve other sustainability goals by reusing existing architectural elements, repurposing building materials, and recycling demolition and construction debris.

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.
## ENVIRONMENTAL DATA

### MATERIAL WASTE

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### GREEN BUILDING

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<tbody>
<tr>
<td>Certified Office Space (sq ft)</td>
<td>3,766,300</td>
<td>5,147,600</td>
<td>5,530,400</td>
<td>4,453,063</td>
<td>4,659,367</td>
<td>5,614,830</td>
</tr>
</tbody>
</table>
## ENVIRONMENTAL DATA

### GREENHOUSE GAS EMISSIONS AND ENERGY USE

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greenhouse Gas Emissions</strong> (Metric Tons CO$_2$e)</td>
<td>188,365</td>
<td>224,906</td>
<td>210,288</td>
<td>213,620</td>
<td>151,859</td>
<td>150*</td>
</tr>
<tr>
<td><strong>Green Energy Purchases (MWH)</strong></td>
<td>33,220</td>
<td>41,789</td>
<td>66,234</td>
<td>88,756</td>
<td>95,320</td>
<td>414,164</td>
</tr>
<tr>
<td><strong>Total Electricity (MWH)</strong></td>
<td>393,024</td>
<td>454,245</td>
<td>452,037</td>
<td>426,593</td>
<td>404,274</td>
<td>414,164</td>
</tr>
<tr>
<td><strong>Scope 3 Business Travel</strong></td>
<td>25,992</td>
<td>32,030</td>
<td>29,557</td>
<td>32,022</td>
<td>51,630</td>
<td>0</td>
</tr>
</tbody>
</table>

*Scope 2 GHG has a 150 MT of steam that we are currently working to offset. (This reflects less than .5% of our emissions.)*

### PAPER SOURCING

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Paper Used</strong> (tons)</td>
<td>57,549</td>
<td>52,103</td>
<td>65,102</td>
<td>59,904</td>
<td>59,448</td>
<td>60,622</td>
</tr>
<tr>
<td><strong>Environmentally Preferred Paper (%)</strong></td>
<td>63%</td>
<td>73%</td>
<td>74%</td>
<td>79%</td>
<td>79%</td>
<td>90%</td>
</tr>
</tbody>
</table>
06 Recognition
In 2017, 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 – “America’s Best Banks”
- *Fortune*® magazine – “50 Best Companies for Working Parents”
- *Fortune* magazine – “100 Best Companies to Work For”
- *Fortune* magazine – “100 Best Workplaces for Women”
- *Forbes* magazine – “100 Best Workplaces for Millennials”
- *Fortune* magazine – “Blue Ribbon Companies”
- *Fortune* magazine – “Global 500”
- *Fortune* magazine – “Best Workplaces in Financial Services and Insurance”
- *Fortune* magazine – “World’s Most Admired Companies”
- *Glassdoor* – “Best Places to Work”
- Great Place to Work Institute – “Best Workplaces”
- Carolinas-Virginia Minority Supplier Development Council – “Corporation of the Year”
- *Chicago Tribune* – “Top Workplaces”
- *Dallas Morning News* – “Top 100 Best Places to Work”
- LinkedIn – “Top 50 Companies Where the U.S. Wants to Work Now”
- *Minnesota Star Tribune* – “150 Top Workplaces”

**Diversity & Inclusion**
- *Affinity Inc.* magazine – “Top Corporations for LGBT Economic Empowerment”
- *Affinity Inc.* magazine – “AIM100: Best Places to Work for LGBT Equality”
- Anita Borg Institute – “Top Companies for Women Technologists Leadership Index”
- CAREERS & the disABLED magazine – “25th Annual Top 50 Employers”
- Dave Thomas Foundation for Adoption – “100 Best Adoption-Friendly Workplaces”
- *Equal Opportunity Publications* – “Top 50 Employers”
- *Fortune* magazine – “Best Workplaces for Diversity”
- *G.I. Jobs* – “Military-Friendly Employers”
- *G.I. Jobs* – “Military-Friendly Spouse Employers”
- Human Rights Campaign Foundation – “Best Places to Work for LGBT Equality” and 100 percent score on the Corporate Equality Index
Recognition | Awards & Recognition

- **Military Times** – “Best for Vets”
- National Association for Female Executives (NAFE) – “Top Companies for Executive Women”
- 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”
- RecruitMilitary – “Most Valuable Employers (MVE) for Military”
- 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 Enterprise USA – “Corporations of the Year”
- Women Presidents’ Educational Organization – “Outstanding Organization”
- Working Mother – “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”
- Environmental Protection Agency – “Green Power Leadership Award, Excellence in Green Power Use”
- Environmental Protection Agency – “Green Power Partnership Fortune 500 Partner”
- Forbes magazine – “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”
- Newsweek – “Green Ranking Global 500”
- People Magazine – “50 Companies That Care”
- National Minority Business Council – “Outstanding Corporate Supplier Diversity”
Appendix
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 2018.

This report provides an overview of Capital One’s activities related to environmental, social, and governance (ESG) topics and covers the period January 1, 2017, to December 31, 2017, unless otherwise noted. Our last CSR Report was published in December 2017 and covered 2016. This report should be reviewed alongside the 2017 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 https://environment.capitalone.com) and on our community-focused website (https://www.capitaloneinvestingforgood.com/). We provide additional environmental information through our annual submissions to the Carbon Disclosure Project. For additional corporate information, please see our 2017 Annual Report and our 2018 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 2017 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
## GRI INDEX: G4 STANDARD DISCLOSURES

### Strategy and Analysis

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<th>Profile</th>
<th>Disclosure</th>
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<tbody>
<tr>
<td>G4-1</td>
<td>Statement from the most senior decision-maker of the organization</td>
<td>Overview; page 4</td>
</tr>
<tr>
<td>G4-2</td>
<td>Description of key impacts, risks, and opportunities</td>
<td>Capital One 2017 Annual Report</td>
</tr>
</tbody>
</table>

### Organizational Profile

<table>
<thead>
<tr>
<th>Profile</th>
<th>Disclosure</th>
<th>Location (Section/Page) / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-3</td>
<td>Name of the organization</td>
<td>Capital One Financial Corporation – Overview; page 3</td>
</tr>
<tr>
<td>G4-4</td>
<td>Primary brands, products and services</td>
<td>Company; page 12</td>
</tr>
<tr>
<td>G4-5</td>
<td>Location of the organization’s headquarters</td>
<td>Company; page 12</td>
</tr>
<tr>
<td>G4-6</td>
<td>Countries where the organization operates</td>
<td>Company; page 12</td>
</tr>
<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form</td>
<td>Company; page 12</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)</td>
<td>Company; page 12</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the organization and its operations</td>
<td>Company; page 12</td>
</tr>
<tr>
<td>G4-10</td>
<td>Total workforce by employment type, employment contract, and region, broken down by gender</td>
<td>Our People; pages 18 &amp; 19</td>
</tr>
<tr>
<td>G4-11</td>
<td>Percentage of total employees covered by collective bargaining agreements</td>
<td>None of our associates are covered under a collective bargaining agreement, and management believes we have a positive working environment for our associates</td>
</tr>
<tr>
<td>G4-12</td>
<td>Organization’s supply chain</td>
<td>Community; pages 43 &amp; 43</td>
</tr>
<tr>
<td>G4-13</td>
<td>Any significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain</td>
<td>Capital One 2017 Annual Report</td>
</tr>
<tr>
<td>G4-14</td>
<td>Whether and how the precautionary approach or principle is addressed by the organization</td>
<td>Environment; page 47</td>
</tr>
<tr>
<td>G4-15</td>
<td>List externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses</td>
<td>Throughout report</td>
</tr>
</tbody>
</table>
### Identified Material Aspects and Boundaries

<table>
<thead>
<tr>
<th>Profile</th>
<th>Disclosure</th>
<th>Location (Section/Page) / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-17</td>
<td>List all entities included in the organization’s consolidated financial statements or equivalent documents</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-18</td>
<td>Process for defining the report content and the Aspect Boundaries</td>
<td>Overview; page 9</td>
</tr>
<tr>
<td>G4-19</td>
<td>List all the material Aspects identified in the process for defining report content</td>
<td>Overview; page 8, 9 &amp; 10</td>
</tr>
<tr>
<td>G4-20</td>
<td>For each material Aspect, report the Aspect Boundary within the organization</td>
<td>Overview; pages 8, 9 &amp; 10</td>
</tr>
<tr>
<td>G4-21</td>
<td>For each material Aspect, report the Aspect Boundary outside the organization</td>
<td>Overview; pages 8, 9 &amp; 10</td>
</tr>
<tr>
<td>G4-23</td>
<td>Report significant changes from previous reporting periods in the Scope and Aspect Boundaries</td>
<td>In determining the material aspects and boundaries for 2017, the cross-functional team of leaders and executives made the decision to include cybersecurity within Operational Excellence and broaden Diversity &amp; Inclusion to Culture.</td>
</tr>
</tbody>
</table>

### Stakeholder Engagement

<table>
<thead>
<tr>
<th>Profile</th>
<th>Disclosure</th>
<th>Location (Section/Page) / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-24</td>
<td>List of stakeholder groups engaged by the organization</td>
<td>Capital One’s stakeholders include customers, associates, shareholders, government regulators, community organizations, industry associations, and suppliers.</td>
</tr>
<tr>
<td>G4-25</td>
<td>Basis for identification and selection of stakeholders with whom to engage</td>
<td>Capital One focuses our stakeholder engagement on topics that are relevant to Capital One’s core businesses and communities, and are domains where we can influence positive change.</td>
</tr>
<tr>
<td>G4-26</td>
<td>Approach to stakeholder engagement</td>
<td>Company; page 15</td>
</tr>
<tr>
<td>G4-27</td>
<td>Key topics and concerns that have been raised through stakeholder engagement</td>
<td>Company; page 15</td>
</tr>
</tbody>
</table>
### Report Profile

<table>
<thead>
<tr>
<th>Profile</th>
<th>Disclosure</th>
<th>Location (Section/Page) / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-28</td>
<td>Reporting period for information provided</td>
<td>About This Report; page 62</td>
</tr>
<tr>
<td>G4-29</td>
<td>Date of most recent previous report</td>
<td>About This Report; page 62</td>
</tr>
<tr>
<td>G4-30</td>
<td>Reporting cycle</td>
<td>About This Report; page 62</td>
</tr>
<tr>
<td>G4-31</td>
<td>Contact point for questions regarding the report or its contents</td>
<td>About This Report; page 62</td>
</tr>
<tr>
<td>G4-32</td>
<td>Report ‘in accordance’ option the organization has chosen; Report GRI Content Index for the chosen option</td>
<td>About This Report; page 62</td>
</tr>
<tr>
<td>G4-33</td>
<td>Policy and current practice with regard to seeking external assurance for the report</td>
<td>About This Report; page 62</td>
</tr>
</tbody>
</table>

### Governance

<table>
<thead>
<tr>
<th>Profile</th>
<th>Disclosure</th>
<th>Location (Section/Page) / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-34</td>
<td>Governance structure of the organization, including committees of the highest governance body</td>
<td>Company; page 14</td>
</tr>
<tr>
<td>G4-38</td>
<td>Composition of the highest governance body and its committees</td>
<td>Capital One Website – Corporate Governance</td>
</tr>
</tbody>
</table>

### Ethics and Integrity

<table>
<thead>
<tr>
<th>Profile</th>
<th>Disclosure</th>
<th>Location (Section/Page) / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-56</td>
<td>Organization's values, principles, standards, and norms of behavior such as codes of conduct and codes of ethics</td>
<td>Company; page 14 &amp; 15</td>
</tr>
<tr>
<td>G4-58</td>
<td>Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity</td>
<td>Company; page 14 &amp; 15</td>
</tr>
</tbody>
</table>
EXTERNAL VERIFICATION STATEMENT

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 Direct Emissions | | |
|--------------------------|-------------------------------|
| Gross Emissions – Metric Tones (mt) of CO2 equivalent (CO2e) | 11,569 |
| Purchased GHG Emission Offsets | 11,569 |
| Scope 1 Net Emissions – mtCO2e | 0 |

| Scope 2 Indirect Emissions | | |
|----------------------------|-------------------------------|
| Location Based Emissions – mtCO2e | 172,888 |
| Market Based Emissions – mtCO2e (Emissions from purchased steam) | 0 |

| Scope 3 Indirect Emissions | | |
|---------------------------|---------------------------------|
| Category 4 (Upstream Transportation and Distribution) Gross Emission - mtCO2 | 50,000 |
| Category 4 Net Emissions mtCO2 (No Offset Credits utilized) | 50,000 |
| Category 6 (Business Travel) Gross Emission - mtCO2 | 62,340 |
| Category 6 Net Emissions mtCO2 | 0 |
| Category 7 (Employee Commuting) Gross Emission - mtCO2 | 103,445 |
| Category 7 Net Emissions mtCO2 | 103,090 |
| Category 7 Net Emissions mtCO2 | 355 |
| Total Net Scope 3 Emissions | 50,355 |

Bureau Veritas North America, Inc.
3380 Chastain Meadows Parkway, Suite 300
Kennesaw, Georgia 30144
Main: (770) 499-7500
Fax: (770) 499-7511
www.us.bureauveritas.com
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, 2017 to December 31, 2017

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

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;
- Review of data and methodology for tracking purchases, certification and retirement of RECs, GOs, other renewable electricity instruments and GHG Offsets; 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 GHG emissions, and systems for tracking purchased RECs, GOs, other renewable electricity instruments and GHG Offsets 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 185 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
August 13, 2018

David Reilly, Technical Reviewer
Senior Project Manager
Bureau Veritas North America, Inc.
Costa Mesa, California, Los Angeles Regional Office
August 13, 2018

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.