

Capital One's Workforce Representation

2021 U.S. Workforce Representation¹

Job Categories	Gender	Hispanic or Latinx	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races ²	Total
Leadership (Executive/ Senior Level O&M) ³	Men	2.6%	50.4%	2.6%	0.0%	10.4%	0.1%	1.0%	1.6%
	Women	1.4%	25.7%	2.3%	0.0%	3.0%	0.0%	0.3%	
Mid-Level Managers (First/Mid Level O&M) ⁴	Men	3.0%	42.7%	3.1%	0.1%	12.0%	0.1%	1.0%	7.7%
	Women	2.1%	24.9%	3.4%	0.1%	6.8%	0.0%	0.7%	
Professionals ⁵	Men	3.5%	31.4%	3.9%	0.1%	18.4%	0.1%	1.5%	53.5%
	Women	2.4%	22.3%	5.2%	0.1%	9.9%	0.1%	1.1%	
All Others ⁶	Men	5.1%	13.2%	7.9%	0.1%	1.5%	0.1%	1.1%	37.2%
	Women	10.6%	25.6%	28.0%	0.2%	3.3%	0.4%	2.8%	
Total	Men	4.1%	25.8%	5.3%	0.1%	11.5%	0.1%	1.3%	48.1%
	Women	5.4%	23.8%	13.5%	0.1%	7.1%	0.2%	1.7%	51.8%

¹ Data as of 12/31/2021, using job categories and race/ethnicity categories defined by the Equal Employment Opportunity Commission

² Not Hispanic or Latinx

³ Leadership are VP+ associates

⁴ Mid-Level Managers are Director and Senior Director associates

⁵ Professionals are generally exempt associates, excluding Director level and above

⁶ All Others are generally non-exempt associates, including Technicians, Sales Workers and Administrative Support Workers

International Representation (Data as of 12/31/2021)

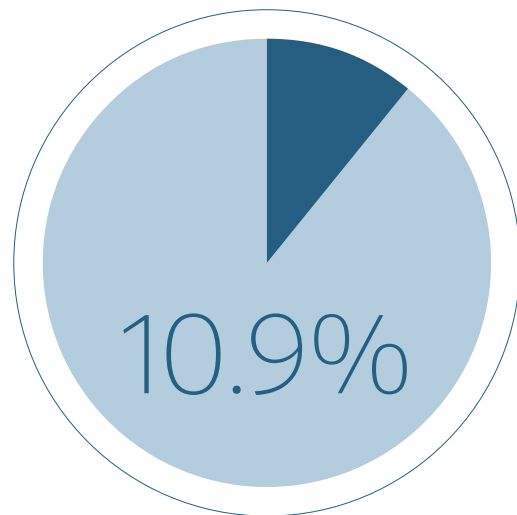
Country	Women	Men	Undisclosed/ Other
Canada	44.7%	53.8%	1.6%
India	20.9%	79.1%	0.0%
Philippines	54.8%	42.0%	3.3%
UK	44.3%	53.8%	2.0%
US	51.8%	48.1%	0.0%
Total (Global)	51.7%	48.0%	0.4%

Capital One's Workforce Representation

People with Disabilities

(Data as of 12/31/2021)

10.9 % of U.S. associates identify with a disability.



Military Service

(Data as of 12/31/2021)

3.5 % of U.S. associates report military service.

