Grounded by our values, we promote a culture of openness where everyone has a voice. Inspired by our mission to change banking for good, we work together to build a place where everyone can flourish.

Our people are the heart of Capital One, and we are committed to making this a place where associates from all backgrounds have opportunities to grow their careers and unleash their talent and potential. We treat each other and our customers with respect. We elevate our teammates and seek to deepen our understanding of one another’s experiences. We build connections and bridge differences.

Together, we are building a better, stronger Capital One for everyone. And we will work relentlessly to make our vision a reality.
The work of advancing diversity, equity, inclusion and belonging spans across the whole of our company, as we know that sustained systemic impact only happens when it is fully integrated and embedded everywhere, by everyone.

Capital One’s Office of Diversity, Inclusion & Belonging develops and executes DIB strategy in close collaboration with leaders and teams across the organization. Capital One’s most senior leadership — including our CEO — fully engages in DIB work, and our efforts serve as the focal point of biannual Board of Directors meetings.

Together, We Realize Our DIB Vision

Diversity, inclusion and belonging are valued at our core, sparking innovation and enabling us to do good for our associates, customers and communities.
At Capital One, it is not just about diversity in numbers. It’s about every associate sharing a sense of possibility, unbounded by their identity.

— Rich Fairbank
Founder and CEO
Advancing Diversity, Inclusion & Belonging

At Capital One, we know that diversity makes us stronger – more innovative, nimble and resilient. By growing representation, building inclusive capability and advancing a culture of belonging, we improve the performance of our people, our business and our communities. Our company-wide diversity, inclusion and belonging strategy is organized around three principles:

- Grow the diversity of our talent
- Create a culture of inclusion and belonging where all can thrive
- Promote fairness in our systems and programs
Together, we are building a better, stronger Capital One for everyone — a place where people of all backgrounds and experiences can thrive.

— Theresita Richard
Managing Vice President of DIB
Leadership Representation

We are committed to growing leadership representation through robust sourcing, talent management and retention initiatives. To achieve this, we focused on pathways to internal advancement, expanded our executive pipeline and continued to cultivate relationships with candidates through external partnerships to further diversify our candidate pool.

We have invested in the executive onboarding experience to better integrate leaders into the organization and provide great hiring managers, coaching and sponsorship connections, fostering a support network while creating space for learning.

Driven by strong external hiring, we saw an increase in executive representation for most underrepresented identity groups.
We are deeply invested in efforts to grow representation across all levels. We have made strides, and remain focused on continued progress.

**2021 Diversity Recruiting Efforts**

- **25+** virtual recruiting events
- **5X** 5X as many HBCU and HSI* partnerships
- **4X** 4X as many HBCU and HSI hires as 2019
- **85+** 85+ first generation college students trained through First Generation Focus program

*HBCU = Historically Black Colleges and Universities. HSI = Hispanic-Serving Institutions.
Diversity, Early Engagement & Partnership Recruiting

Capital One engages in 100+ events annually and partners with organizations who share our goals of increasing workforce representation and belonging as we seek to reach talent from underrepresented groups and help ensure a more equitable future for all.

We remain focused on growing relationships, investment and campus presence at Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs).

- In 2021, we expanded to 11 HBCU and HSI partnerships. Our school partners include Delaware State University, Florida A&M University, Florida International University, Howard University, North Carolina A&T University, Prairie View A&M University, Paul Quinn College, Southern University, Spelman College, University of Puerto Rico-Mayaguez and Xavier University.

- In 2021, we launched our first HBCU Summit, a program designed to provide skill building for students from HBCUs.

- We donated a $4.7 million riverfront facility to HBCU Delaware State University (DSU), bringing this historic institution back to Wilmington. DSU will use the facility for graduate coursework and workforce development training.

“We’re intentional about building genuine connections and authentic relationships that will allow more people to find a life at Capital One.”

— Terrance Bowman
Director of Diversity Talent Acquisition
Diversity, Early Engagement & Partnership Recruiting

- Building upon our $1M commitment to support HBCUs through the Thurgood Marshall College Fund (TMCF) and United Negro College Fund, we launched the inaugural Capital One Build to Best HBCU Early Talent Program in partnership with TMCF. Build to Best provides career readiness training—including leadership development, soft skills and financial wellness—to 100 students at 29 HBCUs.

- We sponsor the Hispanic Scholarship Fund’s (HSF) National Leadership Conference which provides students an inside track to academic and professional excellence through a combination of mentoring, professional insights and career guidance.

We expanded First-Gen Focus, a Capital One program designed specifically for first-generation college students. First-Gen Focus serves as part of our broader effort to engage students earlier in their college careers and to expand access to financial education and skill-building.

In Canada, we launched a new partnership with The Onyx Initiative to help expand the Black talent pipeline and close the systemic gap in the recruiting and selection of university and college scholars and recent graduates for corporate roles. In the U.K., we hosted Black Heritage careers events and worked closely with partner organizations including UpReach to support underrepresented applicants from a wider range of universities.
Capital One Coders

We know we can only build a pipeline of diverse talent by ensuring everyone has equitable access early on. The Capital One Coders program provides students with computer science education to inspire their confidence level and interest in STEM fields. Since its launch in 2014, Capital One technologists have worked directly with students to build a mentoring relationship as they explore technology through design thinking and coding.

Capital One Coders has partnered with over 120 schools and youth-serving nonprofit organizations across the U.S., Canada and the U.K.

- 78% of Coders students come from underrepresented racial and ethnic groups
- 52% of Coders students identify as female
- Over 90% of Coders students come from low-to-moderate income communities

Capital One Coders partners closely with organizations like Girls For a Change, which teaches coding fundamentals to middle school-aged Black girls. For Capital One Managing Vice President of People Tech Maureen Jules-Perez — who also serves as Girls for a Change’s Board Chair — the mission of the nonprofit parallels her motto of “Tech For Good,” which uses tech to improve social, environmental and economic outcomes.

Maureen Jules-Perez
Managing Vice President of People Tech
We have focused on growing leadership representation and our pipeline.

### 2021 Leadership Representation

#### VP+ by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Representation</th>
<th>3-Year Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian or Pacific Islander</td>
<td>13.4%</td>
<td>+7.2%</td>
</tr>
<tr>
<td>Black</td>
<td>4.9%</td>
<td>+75.0%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>4.0%</td>
<td>+11.1%</td>
</tr>
<tr>
<td>People of Color</td>
<td>23.8%</td>
<td>+20.9%</td>
</tr>
</tbody>
</table>

#### Directors & Sr. Directors by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Representation</th>
<th>3-Year Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian or Pacific Islander</td>
<td>18.9%</td>
<td>+17.4%</td>
</tr>
<tr>
<td>Black</td>
<td>6.5%</td>
<td>+8.3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>5.1%</td>
<td>-3.8%</td>
</tr>
<tr>
<td>People of Color</td>
<td>32.4%</td>
<td>+13.1%</td>
</tr>
</tbody>
</table>

Representation data as of 12/31/21
2021 Leadership Representation of Women (VP+)

32.8%

7-YEAR CHANGE
2015 to 2021

+28.6%

Through sustained focus, the representation of women in leadership roles has grown consecutively each year since 2015.

Representation data as of 12/31/21
2021 Exempt Associate Representation

<table>
<thead>
<tr>
<th>Minority Group</th>
<th>2019 %</th>
<th>2021 %</th>
<th>3-Year Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian or Pacific Islander</td>
<td>26.5%</td>
<td>43.7%</td>
<td>+3.1%</td>
</tr>
<tr>
<td>Black</td>
<td>8.6%</td>
<td></td>
<td>+3.6%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>5.9%</td>
<td></td>
<td>+7.3%</td>
</tr>
<tr>
<td>Women</td>
<td>40.5%</td>
<td></td>
<td>+1.8%</td>
</tr>
<tr>
<td>People of Color</td>
<td>43.7%</td>
<td></td>
<td>+5%</td>
</tr>
</tbody>
</table>

Representation data as of 12/31/21

Representation is growing among exempt, salaried associates.
We know that valuable insights can be gained from diversity among the Board’s members across gender and race/ethnicity.
2021 Representation by Race/Ethnicity
U.S. Associates

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>0.3%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>18.8%</td>
</tr>
<tr>
<td>Black</td>
<td>18.8%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>9.5%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>3%</td>
</tr>
<tr>
<td>White</td>
<td>49.6%</td>
</tr>
</tbody>
</table>

Representation data as of 12/31/21
2021 Global Gender

Representation data as of 12/31/21
2021 Representation (U.S. Associates)

- LGBTQ+†: 3.7%
- Associates with Military Service: 3.5%
- Associates with a Disability: 10.9%

† Following a successful self-identification campaign, associates voluntarily shared LGBTQ+ identity, enabling us to report this dimension of diversity for the first time.

Representation data as of 12/31/21
## 2021 U.S. Workforce Representation

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Gender</th>
<th>Hispanic</th>
<th>White</th>
<th>Black</th>
<th>Native Hawaiian or Other Pacific Islander</th>
<th>Asian</th>
<th>American Indian or Alaska Native</th>
<th>Two or More Races</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership (Executive/Senior Level O&amp;M)</td>
<td>Men</td>
<td>2.6%</td>
<td>50.4%</td>
<td>2.6%</td>
<td>0.0%</td>
<td>10.4%</td>
<td>0.1%</td>
<td>1.0%</td>
<td>1.6%</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>1.4%</td>
<td>25.7%</td>
<td>2.3%</td>
<td>0.0%</td>
<td>3.0%</td>
<td>0.0%</td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td>Mid-Level Managers (First/Mid Level O&amp;M)</td>
<td>Men</td>
<td>3.0%</td>
<td>42.7%</td>
<td>3.1%</td>
<td>0.1%</td>
<td>12.0%</td>
<td>0.1%</td>
<td>1.0%</td>
<td>7.7%</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>2.1%</td>
<td>24.9%</td>
<td>3.4%</td>
<td>0.1%</td>
<td>6.8%</td>
<td>0.0%</td>
<td>0.7%</td>
<td></td>
</tr>
<tr>
<td>Professionals</td>
<td>Men</td>
<td>3.5%</td>
<td>31.4%</td>
<td>3.9%</td>
<td>0.1%</td>
<td>18.4%</td>
<td>0.1%</td>
<td>1.5%</td>
<td>53.5%</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>2.4%</td>
<td>22.3%</td>
<td>5.2%</td>
<td>0.1%</td>
<td>9.9%</td>
<td>0.1%</td>
<td>1.1%</td>
<td></td>
</tr>
<tr>
<td>All Others</td>
<td>Men</td>
<td>5.1%</td>
<td>13.2%</td>
<td>7.9%</td>
<td>0.1%</td>
<td>15.2%</td>
<td>0.1%</td>
<td>1.1%</td>
<td>37.2%</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>10.6%</td>
<td>25.6%</td>
<td>28.0%</td>
<td>0.2%</td>
<td>3.3%</td>
<td>0.4%</td>
<td>2.8%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Men</td>
<td>4.1%</td>
<td>25.8%</td>
<td>5.3%</td>
<td>0.1%</td>
<td>11.5%</td>
<td>0.1%</td>
<td>1.3%</td>
<td>48.1%</td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>5.4%</td>
<td>23.8%</td>
<td>13.5%</td>
<td>0.1%</td>
<td>7.1%</td>
<td>0.2%</td>
<td>1.7%</td>
<td>51.8%</td>
</tr>
</tbody>
</table>

1 Workforce data for pay period ending 12/25/2021, in accordance with current filing specifications and using categories defined by the U.S. Equal Employment Opportunity Commission (EEOC) to align with Capital One’s regulatory filing.
2 Not Hispanic
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
We are committed to expanding opportunity across the company for career development and advancement.

Capital One launched the Customer-Facing Associate Mobility (CFAM) Program in 2021 to open new pathways for customer-facing associates (those who interact directly with our customers, often in branches, Cafes and through contact centers) to advance their careers and transition successfully into new roles. CFAM offers a combination of a two-week learning academy and three-month fellowship, with the opportunity for participants to interview for new full-time roles at the close of the program.

We also launched Advancing Black and Latinx Leaders this year, a development program that invests in Director and Senior Director-level talent with the tools, resources and relationships to accelerate growth and career development into the executive ranks.

“I met so many incredible customer-facing associates while traveling across the country to branches, Cafés and call centers. Folks who have learned so much by taking care of our customers every day. Many of them wanted the opportunity to do more for the company and their careers. CFAM provides that opportunity.”

— Corey Lee
Senior Vice President of Customer Channels and Accountable Executive for CFAM
We work to create an environment where associates can feel that they belong, knowing they are safe, included, valued and respected. When associates feel that they belong, they can thrive, finding meaning, purpose and connection in their work. They feel empowered to contribute and innovate, connecting with and solving for the needs of our customers and one another. This makes Capital One a stronger and more vibrant place for everyone.
To nurture a culture of belonging, we offer programming designed to spark curiosity as well as courageous conversation. We want Capital One to be a place where associates can confidently bring their whole selves to work, sharing their experiences and learning from one another, as well as from experts in the field of DIB.

2021 Diversity, Inclusion & Belonging Programming

- 4 company-wide events
- 22,000+ associates participated
- 95% of attendees found content useful
- 92% believe that Capital One’s events on race equipped them with the awareness and skills needed to better engage on these topics

84% of associates feel that they belong at Capital One.

– All Associate Survey (Q1 2021)
A company-wide speaker series, All IN: Diversity, Inclusion & Belonging Live, continued to advance authentic dialogue with a focus on connection, belonging and growth in a hybrid work environment.

Connect: Digital Inclusion
Author Erica Dhawan explored digital body language, offering guidance on how to effectively deliver and distinguish digital cues to enhance hybrid work collaboration and inclusion.

Grow: Opening Interfaith Dialogue
The Rev. Mark E. Fowler, CEO of the Tanenbaum Center for Interreligious Understanding, examined faith and belief as dimensions of human identity and workplace inclusion.

Belong: The Future of Work is Belonging
Organizational psychologist, professor and author Adam Grant offered insights on growing belonging at work to create greater happiness and productivity.
#StopAsianHate Town Hall

Responding to a rise in violence against the Asian and Pacific Islander (API) community worldwide, more than 11,000 associates came together for an open conversation about race designed to spur awareness, allyship and action.

During the #StopAsianHate Town Hall, Capital One announced a new program matching, dollar-for-dollar, all donations made by associates to Asian Americans Advancing Justice, Asian American Legal Defense and Education Fund, National Coalition of Asian Pacific American Community Development and OCA Asian Pacific American Advocates.

“My hope is that our conversation provides a platform to elevate the voices of Asian and Pacific Islander associates—and creates more awareness of and empathy for the sometimes public, but often silent, impact of racism on everyone.”

— Phil Kim
Managing Vice President, Capital One Ventures
Global DIB Efforts

In Canada, we increased the frequency and transparency of DIB progress updates to bring all associates along on our journey in a meaningful way. We offered in-depth views of historical progress, where we are now and our focus moving forward.

In the U.K., a new Let’s Talk series explored intersectional topics including discrimination, neurodiversity, gender and work/life balance. A working group was formed to improve transgender inclusion for associates and communities.

In the Philippines, we led mental wellness and HIV awareness campaigns.
Building Together

Capital One’s 2021 Global Diversity, Inclusion & Belonging Report

New Company Holidays

Capital One added two new company holidays in 2021, closing offices, bank branches and Cafés to recognize observances that matter to our associates and communities.

Juneteenth (U.S.)
Juneteenth commemorates the ending of slavery in the U.S., and provides the opportunity to reflect on the contributions of the Black community and the continued journey to ensure equality for all.

National Day for Truth & Reconciliation (Canada)
The National Day for Truth & Reconciliation honors First Nations, Inuit and Métis Survivors, their families and communities to ensure that public commemoration of their history and the legacy of residential schools remains a vital component of the reconciliation process.
Stories of Us

Associates continued sharing their personal stories on identity, race and belonging through a Stories of Us digital platform. The initiative began in 2020 in partnership with journalist Michele Norris’ The Race Card Project. In 2021, Capital One expanded Stories of Us to include a podcast series hosted by Norris and a video series exploring the significance of Juneteenth, National Disability Employment Awareness Month and Hispanic Heritage Month.

Associates’ powerful stories (aided by DIB conversation guides for each episode) helped deepen our understanding of one another, while underscoring our shared human experience.

93% of associates are proud to work at Capital One.

– All Associate Survey (Q1 2021)
We believe that open dialogue and education are powerful tools to grow awareness, shared understanding and connection while inspiring action and progress. Capital One offers a robust DIB learning portfolio to all associates.

2021 Diversity, Inclusion & Belonging Learning

- 40+ learning resources accessible on demand to all associates
- 60+ instructor-led DIB trainings
- 39,000 associates engaged in bias mitigation training
- New DIB-specific learning pathways for U.K. associates
- Monthly “Invest in Yourself Days” offered curated DIB learning resources in the U.S. and Canada
Executive Education

In 2021, we launched an immersive education program for all U.S. executives which deepens understanding of underlying historic and systemic issues that create unequal outcomes for Black and Hispanic communities.

- 73% of Vice President and above executives have completed the program, and 100% will complete the program by January 2023
- 89% of participants report having a better understanding of the history and impacts of racial bias and inequity

Additionally, in Canada, executives participated in an eight-week training program focused on racial constructs related to the workplace and financial systems, and building empathy and accountability.
Capital One’s Business Resource Groups with 2021 highlights

Sixty percent of our global workforce belongs to one or more Business Resource Groups (BRGs). Capital One’s BRGs are associate-led groups that provide forums for connection, cultural celebration, community service and professional development. Our BRGs help propel us forward as a company, attracting talent, elevating insights and strengthening engagement across the full spectrum of diversity.

### BRGs by the Numbers

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>7 enterprise BRGs with 100+ chapters</td>
</tr>
<tr>
<td>4</td>
<td>4 Tech BRGs with 10 chapters</td>
</tr>
<tr>
<td>30,000+</td>
<td>30,000+ members (60% of Capital One’s global workforce)</td>
</tr>
<tr>
<td>10,900+</td>
<td>10,900+ new members/allies</td>
</tr>
<tr>
<td>$220K</td>
<td>$220,000 raised through Associate Matching Campaigns for #StopAsianHate, COVID-19 Relief and 9/11 Commemoration</td>
</tr>
<tr>
<td>120+</td>
<td>120+ enterprise events</td>
</tr>
<tr>
<td>9</td>
<td>9 cultural history/heritage months enterprise-wide and dates of importance celebrated</td>
</tr>
</tbody>
</table>
CapAbilities advocates for the full inclusion of people with disabilities in the workplace and beyond. CapAbilities’ Gray Matter connection group offers peer support and resource suggestions to those who choose to share mental health concerns.

- Spotlighted National Disability Employment Awareness Month through programming and story-sharing
- Held events focused on chronic illness, suicide prevention, minority mental illness awareness and caregiver advocacy

empowher strives to add value in our communities; recruit, develop and retain great women; and increase engagement at all levels, across all geographies.

- Launched inspiring #courageoto campaign during Women’s History Month to elevate women who boldly challenge the status quo in the workplace, home and community
- Hosted two-day Women’s Leadership Summit and, in the Philippines, led a Leaders Speed Networking series to connect associates of all levels

HOLA elevates and advances the development of Hispanic associates, with a mission to empower associates to thrive both in and outside of the workplace.

- Hosted 20 events during Hispanic Heritage Month
- Partnered with Out Front BRG for discussion exploring intersectional identities of LGBTQ+ members of the Hispanic community and with the VOICES BRG to discuss Dr. Henry Louis Gates’ documentary, “Black in Latin America”

Origins focuses on the development, engagement and retention of Asian and Pacific Islander (API) associates, while empowering associates to take an active role in shaping the Capital One culture.

- Led powerful “Going off the Mute Button” campaign during Asian and Pacific Islander Heritage Month to elevate associate voices, and hosted actor and activist Daniel Dae Kim
- Established philanthropic partnerships to #StopAsianHate, provided support for COVID relief efforts in India and partnered with the International Rescue Committee to help aid Afghanistan refugees
Out Front fosters open channels of communication and engagement among LGBTQ+ associates, leaders and allies while raising awareness at Capital One and in our communities.

- Hosted programming for parents of transgender and nonbinary teens to discuss their parenting journeys
- Created robust Pride programming with a focus on the powers of creativity, awareness and allyship, and hosted actor George Takei
- Recognized by Out & Equal with an Outie Award for Best Employee Resource Group of the Year for elevating best practices, collaborative intersectional programming and LGBTQ+ equality in the workplace

Salute enables military, military spouse and Veteran associates to thrive through associate engagement, active duty transition, recruiting, community engagement and reserve support.

- Spearheaded storytelling and engagement campaigns around the 20th Anniversary of 9/11, Stop Soldier Suicide and National Veterans and Military Families Month
- Responded real-time to external events through associate Mission Calls

VOICES builds a community for associates to share experiences and develop professionally, while creating an environment where Black associates are empowered to drive change, break barriers and make an impact.

- Explored the theme “Black Is...” throughout the year, and hosted Dr. Henry Louis Gates for a Black History Month conversation
- Partnered with Capital One’s Brand team to host “In the Margins, A Conversation with Charles Barkley and Spike Lee,” which unapologetically addressed the Black experience and race relations in the country
- Led the 15th year of Magellan, a customized, comprehensive nine-month career management & leadership development program
In addition to the enterprise-wide BRGs, Capital One’s Tech organization sponsors BRGs for Tech associates which help strengthen Tech’s inclusive culture and recruit, attract and retain top Tech talent from all backgrounds.

“Hispanics in Tech is more than just a community, as one of us is elevated so are the rest. We hold the elevator door open, we pass the pen, we make space for us all to be successful and in doing so, we actively contribute to Capital One’s diversity, inclusion and belonging goals of ensuring our workforce is representative of our wider community.”

— Jennifer López
Vice President Product Management and Accountable Executive of Hispanics in Tech
Hosted three Summits with technical training, professional development and speakers addressing topics at the intersection of technology, business, social justice and innovation.

Launched development and mentorship programs with targeted approaches to help associates strengthen their skill sets and advance their careers.

- Leaders of Color, a partnership of Blacks in Tech and the Information Technology Senior Management Forum
- Blacks in Tech Rise Up mentorship program
- Hispanic IT Executive Council (HITEC) Executive Educational Program, pairing Hispanics in Tech associates with mentors from Fortune 500 companies
- Hispanics in Tech Mentorship Circles
- LeadHERship1 for emerging women leaders
- Helped coach and mentor hundreds of students in an effort to increase representation in the Tech pipeline.

Partnered with empowher BRG to launch Women in Tech talent brand campaign in the U.K. to engage with underrepresented women.
Pay equity is central to our values of Excellence and Do the Right Thing and has long been a core tenet of our pay philosophy.

Capital One is committed to paying associates equitably – across gender as well as race and ethnicity. That requires us to regularly review our own pay practices and associate pay. We review groups of associates in similar roles, accounting for factors that appropriately explain differences in pay such as job location and experience. We have evaluated base pay and incentives for all associates globally.

Our aggregated adjusted 2021 pay gap results show that we pay women globally 100 percent of what men are paid and we pay people of color in the U.S. 100 percent of what white associates are paid.
We use statistical modeling to understand what drives pay gaps and instill new practices to prevent them in the future. If we find unexplained pay gaps, we close them. We also make deliberate efforts to achieve pay equity in key moments that have the greatest impact on pay: at hire, at the time of promotion and during the annual performance management and associated compensation review windows.

Rigorous processes and standards are in place to govern pay equity and fairness. We establish non-negotiable starting rates for many roles, for example, and do not use candidates’ current pay to determine starting offers for non-executive roles. This approach helps reduce the chance that any persistent pay inequality in the external job market may affect new associates’ starting pay as they join Capital One.

We will continue to make investments to improve the automation and predictive capabilities in our analyses as a part of our endeavor to maintain an inclusive workplace for our employees.
To create more equitable experiences for associates and customers, Capital One launched **Equity by Design**.

Through this new program, experience designers serve as thought partners and service providers, partnering across the company to elevate equitable, inclusive and human-centered design practices for internal and external products and services. They engage in research and reporting, help to establish design frameworks, perform design consultation and offer design training and coaching.

The program was inspired by the belief that everyone contributing to the design process must feel empowered to allow the fullness of their lived experience and perspective to inform their work — and that doing so can transform associate and customer experiences.

“Equity must be the throughline in design practice and culture.”

— Michael J.A. Davis
Director of Equity by Design
Supplier diversity is an integral part of the way we do business. We create mutually beneficial relationships with businesses owned by underrepresented groups including people of color, women, LGBTQ+ individuals, Veterans and people with a disability. We invest in growing supplier diversity and provide developmental programs that help businesses to be successful.

2021 Supplier Diversity

- $704M (11.5% of procurable spend) invested with diverse suppliers = increase of $192M
- 130 businesses supported through mentorship programs
- 80+ associates volunteered with mentorship programs
SUPPLIER DIVERSITY

Developmental Programs

- Provides Black and Hispanic business owners with the tools, resources and counsel needed to thrive in today’s marketplace.
- Pairs entrepreneurs with Capital One associates to accelerate the success of small businesses to create more jobs, strengthen the local economy and move our society toward a more equitable future.

SAGE | ADVICE

- Expanded to Chicago and Plano, Texas in 2021.
- Matches women business owners with Capital One associates for mentorship and coaching.
- Participants receive active support and walk away with a business plan and budget.

CATAPULT

- Doubled its impact in 2021 by adding a second cohort.
- Leverages Capital One’s technology focus, digital innovation and associate expertise to help certified diverse-owned businesses bridge the digital skills gap.
2021 marked the first full year of the Capital One Impact Initiative, a $200 million, multi-year commitment to catalyze economic growth and advance sustainable socioeconomic mobility with underserved communities. The Impact Initiative builds upon Capital One’s efforts to support racial equity, affordable housing, small business support, workforce development and financial well-being.

COMMUNITY IMPACT

Advocating for an inclusive society
Being a champion for equal treatment and opportunity of groups and individuals in order to drive meaningful change.

Building thriving communities
Leading the mission to provide affordable housing and support small businesses that enable communities to grow and thrive.

Creating financial tools that enrich lives
Breaking down barriers for people and providing better access to economic opportunities through simple, transparent tools that support their financial lives.
COMMUNITY IMPACT

We are grateful for Capital One’s investment in families who have been historically marginalized to help them move towards sustained economic mobility and break generational cycles of poverty.

— Michelle Rhone-Collins
Chief Executive Officer of LIFT

Through the Impact Initiative, Capital One is supporting projects across our footprint, including:

- **My Brother’s Keeper (MBK):** $1.3 million grant to support initiatives that aim to help close gaps in equity and help boys and young men of color gain better access to socioeconomic opportunity.

- **LIFT:** — $500,000 to interrupt the generational transmission of poverty through free individualized coaching to build parents’ well-being, financial strength and social connections. 99 percent of participants are people of color and 91 percent are women.

- **COVID-19 Pandemic and Racial Inequity:** $3.5 million to 12 nonprofit organizations addressing critical community needs resulting from the COVID-19 pandemic and long-standing issues caused by racial inequity.

- **Small Businesses:** $1.25 million to organizations in Richmond, Virginia to support small businesses and $750,000 to support access to capital, digital access and development and growth for Black and Hispanic owned businesses.
Our commitment to equality and belonging in the workplace is longstanding. We support the work of Out & Equal, an organization devoted to LGBTQ+ workplace equality, and awarded a $250,000 grant to help launch their 2021 Belonging Change Agents Initiative. Focused on supporting companies as they build true cultures of belonging, key elements of the initiative include a Practitioner Lab for Diversity, Equity, Inclusion & Belonging leaders and a Virtual Learning Series on intersectional topics that impact belonging, with a focus on racial justice and LGBTQ+ inclusion.

“This program will ensure that the best practices in creating cultures of belonging, and the pursuit of racial justice and LGBTQ inclusion, are not locked away in a handful of large organizations who have the resources to pioneer this work. Rather, the knowledge will be made available more broadly to help DEI change agents build optimal organizational cultures where everybody can be out and can thrive as their authentic self. I am thankful to Capital One for their visionary leadership that makes this work possible.”

— Erin Uritos
CEO of Out & Equal
Workplace Advocates
We understand that advancing diversity, inclusion and belonging is not solo work. It requires strategic partnership and support both within our company and beyond. We use our platform to influence positive change on behalf of our associates, customers and communities. True to our Value of Do the Right Thing, we aim to make a difference as we address the work that still needs to be done to build more inclusive and equitable communities.

- We partnered closely with the Congressional Black Caucus Foundation — a non-profit organization that advances the Black community by developing leaders, informing policy and educating the public — on the National Racial Equity Initiative for Social Justice. Through this partnership, we supported John R. Lewis Social Justice Policy Fellows in the U.S. Congress and initiatives to advance racial equity and human rights in research, data, analysis and public policy related to criminal justice reform.

- We launched the Capital One Insights Center, which combines research and partnerships to produce insights that advance equity and inclusion.

The Center draws on our deep analytical expertise to serve as a nascent platform for data and dialogue, convening thought leaders and changemakers to close gaps in equity and opportunity.

— Andy Navarrete
Executive Vice President, Head of External Affairs
We are proud of the recognition we have received and are relentlessly focused on continuous evolution so that Capital One remains a great place to work and do business with for people of all backgrounds and experiences.

2021 Diversity, Inclusion & Belonging Awards

- Bloomberg Gender-Equality Index
- CCA Silver Award for Outstanding Community Support (U.K.)
- Canada’s Best Diversity Employers
- Canada’s Top Employers for Young People
- CAREERS & the disABLED Magazine “Top 50 Employers” (#8)
- Dave Thomas Foundation for Adoption 100 Best Adoption-Friendly Workplaces (#10)
- Disability:IN Disability Equality Index 100%
- DiversityInc Top 50 Companies for Diversity (#28)
  - Top Companies for LGBTQ+ (#1)
  - Top Companies for People with Disabilities (#4)
  - Top Companies for Employee Resource Groups (#9)
- Forbes America’s Best Employers for Diversity (#70)
- Fortune 100 Best Companies to Work For (#9)
- Fortune Best Workplaces for Millennials (#25)
- Fortune Best Workplaces for Women (#48)
- Global Good Company of the Year Bronze Award (U.K.)
- Great Place to Work’s Best Workplaces for Parents (#11)
- Hispanic Association on Corporate Responsibility (HACR) Corporate Inclusion Index (CII) 5-stars in Employment
- Human Rights Campaign Foundation’s Corporate Equality Index “Best Places to Work for LGBTQ Equality” — 100% rating for 18th consecutive year
- Military Friendly® Employers (Silver)
- Military Spouse Friendly® Employers
- Military Friendly® Supplier Diversity Program
- Military Times Best for Vets: Employers
- National Business Inclusion Consortium Top 50 Best-of-the-Best Corporations for Inclusion
- NOD Leading Disability Employer
- Out & Equal Outie Award: Employee Resource Group of the Year
- PEOPLE’s Companies That Care (#6)
- Rate My Placement Award, 3rd best Undergraduate Employer in the U.K.
- Seramount 100 Best Companies
- Seramount Best Companies for Multicultural Women
- Seramount Inclusion Index
- Seramount Best Companies for Dads
- This Can Happen Award for Best Mental Health in the Workplace Strategy (U.K.)
- U.S. Veterans Magazine Top Veteran-Friendly Companies
Together, we are realizing our vision of Capital One as a place of boundless possibility. We bring together people from across the globe, of all identities and experiences, to join us in our quest to do good. Here, associates find more than a seat at the table — they find a voice in the conversation and meaningful purpose. They share their perspectives, experiences, ideas and talents, enriching our inclusive culture while unlocking innovative solutions to customers’ and communities’ needs.

We have made important strides, and our work continues. We are creating a place where every person feels seen, heard, valued and free to be their authentic selves. We are removing barriers to opportunity and creating pathways to success that enable vibrant futures for associates and communities alike. We are embedding and integrating diversity, equity, inclusion and belonging into all that we do.

We are building a place where everyone can thrive.