

**Dear future technologist.** If there's one thing that I wish somebody told me about technology when I was in middle school, it's this:

You can and SHOULD  
get involved in tech!!!!  
You are the future!  
Be unstoppable and follow  
your dreams ;)

**Dear future technologist.** If there's one thing that I wish somebody told me about technology when I was in middle school, it's this:

DONT LET OTHERS  
TELL YOU WHAT  
YOU CAN OR CANNOT  
DO!

GIRLS BELONG IN  
TECH

**Dear future technologist.** If there's one thing that I wish somebody told me about technology when I was in middle school, it's this:

Follow your dreams no matter  
what anyone tells you.  
You are powerful, you are  
beautiful and you are  
strong. Never give up!

# THE POWER OF PURPOSE

CORPORATE SOCIAL  
RESPONSIBILITY  
REPORT  
2018



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# OVERVIEW

A VIEW INTO OUR CORPORATE SOCIAL RESPONSIBILITY





# A Message from our CEO

It's an extraordinary time to be at Capital One. In 2018, we advanced our quest to build an enduringly great company with the capabilities and talent to succeed in a world being revolutionized by technology and data. Capital One delivered strong financial performance, even as we continued our investments in our bold strategic agenda. Thousands of talented and diverse professionals, from interns to executives, joined Capital One and we were again cited as one of the best places to work in America. We made investments in our communities with our time and our resources, and impacted thousands of lives across our footprint. And we welcomed millions of new customers to Capital One, helping them save, transact, and borrow as they pursue their financial goals.

At Capital One, we started our journey 100 years later than most banks. Later this year, we will celebrate our 25th anniversary as a public company.

We were founded on the belief that the banking industry would be revolutionized by information and technology. It didn't come easy at first. We had more passion than customers and more belief than believers. For a while it was unclear if our little company would get a chance to make a big impact. We were a start-up: recruiting talent, building modern technology from scratch, conducting tests, and incubating results. And all along the way, we worked to keep the dream alive.

While the initial idea came quickly, it took five lonely years until we had our first success. Against all odds, it finally worked, and we haven't looked back. We built one of the nation's largest credit card businesses and then did the same thing in auto finance and small business cards. We expanded to the United Kingdom and Canada and, a decade after our IPO, built one of America's premier retail and commercial banks. We are now the nation's fifth-largest consumer bank and eighth-largest bank overall.

Over the years, technology continued its march into every corner of our lives. Advances in technology were having a profound effect on all businesses,

and the banking industry was no exception. As the digital revolution accelerated, we cheered because Capital One was built to capitalize on the changing industry structure. And so we went all in. Strikingly, our rallying cry today is the same as it was in the beginning: "Build a technology company that does banking, and compete against banks that use technology." For years, we have been building a leading technology company that can thrive in a world being revolutionized by software and data. We are transforming our infrastructure, data, and technology tools, and we are now considered one of the most cloud-forward companies in the world.

Each month, tens of millions of customers visit Capital One's online and mobile customer servicing platform. Our digital tools provide an exceptional customer experience and have earned some of our highest net promoter scores we have ever measured. For the second year in a row, Capital One was awarded the J.D. Power award for the "Highest in Overall U.S. Banking App Satisfaction." Our consumer digital experiences are not limited to our mobile app. CreditWise is a free app available to everyone that provides credit scores and helps protect against identity theft and fraud. Capital

One also provides real-time purchase notifications, insight-driven alerts, and merchant-specific virtual card numbers so customers can safely shop online without using their real card numbers. And we have features that help online shoppers save money by automatically searching for the best prices across the internet, finding online coupons, and offering merchant-funded rewards.

Millions of new card customers joined Capital One in 2018 and are making our compelling flagship rewards cards, like Venture, Quicksilver, Savor, and Spark Business, their cards of choice. We also announced a long-term agreement to be the exclusive issuer of co-branded and private label credit cards for Walmart, the world's largest retailer. We made our first auto loan in 1998, and twenty years later we are one of the largest auto lenders in America. We are using technology to provide better deals for consumers and better solutions for auto dealers. For example, Auto Navigator by Capital One enables consumers to search millions of cars at dealers across the country, and instantly get pre-qualified for financing customized to them. Capital One is building a commercial bank for the future, with the scale and specialized capabilities to help



the thousands of businesses across the country access capital to succeed and grow.

In retail banking, physical presence remains important, but its role is changing. We are building Capital One Cafés: iconic showrooms in iconic urban locations, where customers can experience the best of Capital One’s products, technology, people, and service. Visitors can explore our digital experiences, meet with a Capital One Money Coach, or relax and enjoy free WiFi and a cup of Peet’s Coffee. Community groups can use our Café spaces free of charge. Our traditional branches are always available to offer the same great, convenient and accessible service our customers have come to expect.

Our highest calling has always been to attract and inspire the world’s best talent. Our people are the heart of Capital One. The phone representative who helps calm a distraught fraud victim. The commercial banker who helps an entrepreneur open a new location. The Capital One data scientist who volunteers to teach coding to Washington, D.C., third-graders. Our associates bring diverse experiences and perspectives to the office, and they serve our customers and communities with generosity and ingenuity. They make Capital One special, and I am incredibly fortunate to lead such a talented team.

Attracting great talent is only part of the Capital One story. Since our founding days, we have

invested in the growth and development of every associate. We have achieved pay equity for our associates regardless of race or gender. We continued to focus on increasing the representation of women and people of color across the organization and building a vibrant and inclusive workplace. We continued to look for ways to improve our associate experience, and are focused on fostering leadership, expanding inclusion, deepening skills training, and helping associates to thrive in their careers.

Capital One is having a direct impact on improving millions of lives in communities across our footprint. In addition to tens of millions of dollars of financial support, our associates love to volunteer their time and expertise with nonprofit groups in the communities where they work and live. We are the nation’s largest community development lender. In 2018 alone, we provided loans and investment capital to build over 10,000 new affordable housing units in the U.S. We achieved “Outstanding” ratings on exams related to the Community Reinvestment Act, and we continued to serve low- and moderate-income communities across the country. We continued to engage with community advocates and policymakers on a range of issues including fair access to finance, privacy, data security, and responsible innovation.

We have a strong track record of environmental sustainability. For the second year in a row, we met our goal of 100 percent renewable energy. We publicly reiterated our commitment by joining the

RE100, a global initiative of 154 leading companies committed to 100 percent renewable power. In 2018, we achieved carbon neutrality on direct greenhouse gas emissions.

In the 25 years as a public company, Capital One has come a long way. We have grown from a small, credit card start-up into one of the largest, fastest-growing, and most dynamic companies in America. We’ve seen enormous change in our culture and our society, but the change that took place over Capital One’s first quarter century will pale in comparison to the quarter century that’s about to unfold. We’re excited by the possibilities.

In this report, you will learn more about who we are and how we’re helping our communities thrive. I am inspired by those who trust us to serve them each day with both wisdom and humanity. And I am humbled by the opportunity to lead 50,000 associates who are all-in to change banking for good.

**Richard D. Fairbank**

Founder, Chairman, and Chief Executive Officer



# Our Approach to Corporate Social Responsibility

At Capital One, we embrace the idea that we do well as a company by doing good in the communities we serve. From our inception nearly a quarter century ago, we have sought to address the long-term health and sustainability of our communities, especially those that are struggling to adapt to a changing economy or recovering from decades of disinvestment. We're working to design products, services and programs that deliver impact today and tomorrow. To make our customers' and associates' lives better. To envision and drive toward what our world could be. To change banking and our communities for good.

We view our customers as individuals and businesses with unique needs, challenges, opportunities, and aspirations. We see ourselves as partners, working with our customers to build and support their financial well-being. We've seen first-hand that financial education and economic security

are essential as our customers seek to improve their lives and the lives of those around them. And we're here to help our customers use credit wisely, build financial strength, and fulfill their aspirations.

To this end, we know that our success is dependent on harnessing the passions and capabilities of our nearly 50,000 associates. We assemble great talent and seek to unleash its awesome potential. We foster a diverse and inclusive environment where our associates can bring their full selves to work - a focus that has earned us a continuous presence on Forbes "Best Places to Work" and "Best Places for Diversity" lists. We have been a voice for equality since our founding, advocating for our associates regardless of race, gender, national origin or sexual identity. In support of these efforts, we have a thriving network of Business Resource Groups comprised of our diverse associates and their allies to provide forums for dialogue, development, collaboration, and celebration.

But inclusion must be financial, not just cultural. We've adopted a \$15 minimum wage nationally, including an \$18 minimum wage in higher-cost markets like the Washington D.C., and New York

Metropolitan Areas. And this year, we have included statistics in this report demonstrating our success in achieving pay equity.

Data and technology are in our DNA, and provide the foundation for how we serve our customers and their financial needs. We're at our best when we harness these strengths and bring great strategy, talent, and analytics to bear in our community engagement and philanthropic work. We've

integrated our community activities into the overall strategy of the company and aligned our objectives with those of our nonprofit partners. We're proud of the significant quantitative measures of our community efforts - the dollars spent and total volunteer hours logged. But Capital One's impact goes beyond the numbers to encompass the commitment our associates bring to help people and change lives. We understand our role in our ecosystem, building upon and amplifying the



strength of others, and catalyzing new efforts in areas of unmet need. In so doing, we challenge ourselves to maximize our positive impact on our community.

We are awed by story after story of extraordinary nonprofit organizations engaged in extraordinary work. And we've seen that this work is most meaningful when these organizations work together. That's why we go beyond grantmaking to provide strategic support to our nonprofit partners – to help them find their points of maximum leverage, and to identify the connective tissue with others pursuing complementary goals.

In the pages that follow, you will learn more about our efforts, including signature programs like our Future Edge initiative. Through Future Edge, we are investing \$150 million in our communities over five years – \$41 million in 2018 alone – to help more people thrive in the ever-changing digital economy. Future Edge is built upon three pillars: Skills for the 21st Century, Small Business, and Financial Well-Being. True to our culture of innovation and continuous improvement, we are constantly measuring, analyzing, and refining the focus, scope, and impact of our work. We have expanded our Capital One Coders initiative, partnering with school and community leaders nationwide to inspire over 11,000 middle school students to embrace software engineering. We support ground-breaking skills development programs like Year Up and Catapult targeting opportunity youth and scores of these graduates are now integral parts of our workforce.

We were once again named as one of America's most civic-minded companies with our inclusion on The Civic 50, a prestigious list sponsored by the Points of Light Foundation.

While this report tells a story about the work of Capital One and its talented and committed associates, it is ultimately a story about our customers and our communities. We are proud and humbled to be a part of their story, to learn from and celebrate their successes. We thank them for all they have done to contribute to our own improbable journey of the last 25 years to change banking for good. We are even more excited about what the next quarter century will bring.

Best,



**Andy Navarrete**

Executive Vice President, Head of External Affairs



# Our CSR Pillars



Humanity



Ingenuity



Simplicity

## Humanity

Twenty-five years ago, we were founded on the belief that the banking industry would be revolutionized by information and technology, beginning with credit cards. Our customer objective was clear: We could democratize access to, and the price of, credit, and along the way help our customers succeed. Capital One brought financial opportunity to people who were locked out of the financial system because they didn't fit other banks' "one-size-fits-all" lending standards. We knew we could do better. And we did.

But from our founding days, our guiding principle and highest calling was to attract incredibly talented people with the audacity to think they could change the world and the humility to understand that they needed a whole lot of help to do it. And while data and technology were the tools we used to get our idea off the ground, the real Capital One story has always been about people. And our associates are the heart of Capital One.

And just as we have worked to bring humanity to banking through our products and our talent, we

strive to be a force for good in our communities by looking out for the individual.

This commitment comes to life in everything we do: working backward from helping customers succeed; building a diverse and inclusive workforce; cultivating a culture of giving back through hands-on, high-impact volunteerism; and investing in new approaches to creating vibrant, livable communities.

## Ingenuity

At Capital One, we know there is always a better way. The term didn't exist yet, but in the early days of Capital One we were the original "FinTech." Capital One is built to capitalize on innovation and tech-enabled solutions to grow and help customers succeed.

The digital revolution is a game-changer in enhancing the customer experience, but it must also be an equalizer in creating value for communities. Capital One's ingenuity can help ensure that more people can benefit from the digital economy: We are training the innovators of tomorrow, promoting greater diversity in tech, investing in companies and partnerships with creative approaches to environmental conservation and fighting climate change, and bringing together problem solvers to address difficult community and societal challenges.

Together with our partners, we channel our creativity, curiosity and resources to ignite positive change in our community, never settling for the status quo, and always looking for a better way.



## Simplicity

Money doesn't have to be complicated. But the complexity of banking has disempowered many people from feeling they have control over their financial lives. We can break down the barriers that too often stand between people and their financial goals by making banking more transparent, intuitive, and accessible. Simplicity starts by working backward from the customer instead of forward from our business. Because, ultimately, we are successful when customers tell us we have delivered instant solutions customized to them.

We bring a passion for clear and simple solutions to every project, product, and partnership. We are committed to putting opportunity within reach for every person, no matter their background or financial situation. We provide tools and training to help people understand their money with confidence, and we demystify complex financial systems to present a clear path forward. We work with high school students to build life and career skills and greater confidence in their understanding of money and banking. We help seniors learning to navigate online banking for the first time. And we partner with entrepreneurs to turn their good ideas into business success.

## Identifying Our CSR Priorities

We are motivated by the opportunity and responsibility to help our customers improve their financial health and overall well-being – to save them time and money, and to inspire a sense of optimism about the future.

As a financial services provider, we have a unique appreciation for the interconnectedness of customers, communities, our financial system and the economy. **We've seen first-hand how creating long-term value for society creates long-term value for our company, and we have built our CSR strategy around the conviction that when we do good, we do well.**

We take a humble and curious approach to advancing social progress: Listening first, understanding where the leverage is, and bringing Capital One resources to bear where we can have the greatest impact. This drive to empower those around us is embedded in our ethos – a culture not a program, built to harness the talent and generosity of our people for the greater good. Together, we are Capital One, and we are on a mission to help our customers succeed by bringing humanity, ingenuity and simplicity to banking.

## To identify, prioritize, and manage CSR-related activities:



A cross-functional team of Capital One associates, consisting of business line executives and subject-matter experts, provide insights about the CSR-related opportunities and risks most impacting the company's day-to-day operations and long-term strategy.



We review and prioritize opportunities and investments, including business policies and practices, diversity and inclusion, oversight and governance, and community outreach and environmental stewardship.



We conduct regular reviews of both internal and external data and practices to better understand market and industry beacons and best practices as they relate to social responsibility.



We focus on *impacts* and not merely *inputs*, seeking to understand our role in the ecosystems in which we operate. This orientation creates a culture of continuous analysis and improvement, enhancing the long-term value of our work.

# Overview of 2018

The mission and values that propelled our company for more than two decades continued to drive us forward in 2018. Our businesses delivered strong results, our associates helped our customers succeed, and we continued our long-term investments in our communities.

## Building a Leading Information-Based Technology Company

We are living through one of the most important revolutions in human history: the digital revolution. Technology is changing everything we do. The breathtaking pace of innovation is having a massive impact on our society, and presents Capital One with

both defining strategic opportunities and important emerging risks. Consumer behavior has changed dramatically, and new tools and technologies have revolutionized the banking industry. In 2018, we continued to make strong progress on building the foundational capabilities and customer-facing experiences that differentiate Capital One as the world continued to go digital. Our multi-year investments in technology are paying off and are significantly enhancing our ability to deliver innovative products to our customers at digital speeds.

Building a world-class technology company begins with attracting world-class talent. We recruit from the leading technology programs in the country and attract experienced professionals from the world's most successful companies and organizations. Our technology transformation has been accelerated by talented digital associates and we have one of the most highly regarded technology internship programs in the nation. Our Technology Development Program (TDP), a two-year rotational accelerator for high-performing software, data, and cybersecurity engineers, is launching hundreds of careers across the



company for our college and graduate school hires. We also engage deeply in the broader technology community on issues of policy and innovation, and are an active contributor to open-source projects. We arm our associates with cutting-edge tools and training, have transformed our workspaces to support an agile and collaborative work environment, and have increased diversity in our tech talent pool through a series of targeted recruitment, training and professional development initiatives.

## Delivering Innovative Products and Helping Customers Succeed

We are here to help our customers succeed. Money plays a central role in people's lives, and we actively seek customer feedback to ensure we are delivering innovative products and tools that meet their changing needs.



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 their credit card balance. 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. The Capital One mobile app was ranked highest in overall U.S. banking app satisfaction for the second consecutive year by J.D. Power. Customers enjoy purchase alerts, person-to-person payments, and enhanced controls for security and fraud prevention. Eno, our intelligent financial assistant, can watch your money when you aren't, deliver proactive insights that help you save money and detect fraud, and interact with you in a conversational way.

In 2018, we continued to modernize our local bank branches to harness technology and meet local

customer needs. We are building a reimagined national bank with clear and compelling savings and checking products that have no fees or minimums, award-winning digital tools, and iconic Capital One Cafés across the country.

Cafés are modern and vibrant spaces designed to showcase our products, our technology and our people. Our Café Ambassadors can help consumers understand their money, educate customers on Capital One's products and tools, and help customers set and achieve financial goals. Cafés feature side-by-side tablets, interactive digital displays and smart ATMs. Money Coaching and financial education classes are free for everyone, and nonprofit organizations and student groups can use Café meeting rooms for free. In 2018, we expanded our Café program to Portland and Washington, D.C.



## Helping Communities Thrive

For Capital One to succeed, the communities in which we live and work must thrive. We are committed to promoting economic opportunity for our communities and for 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 enhance educational opportunities, provide job training, build safe and affordable housing, deliver financial education and promote small business development. Capital One takes great care in identifying and fostering these partnerships, and maximizes our impact by harnessing the heart and horsepower of associates from across the company. Our associates are unfailingly generous with their time and talents

outside of the office, volunteering at rates that far exceed the national average. In fact, Capital One was again recognized as a 2018 honoree of The Civic 50, a Points of Light benchmarking program highlighting America's most community-minded companies.

In 2018, associates volunteered more than 422,000 hours serving individuals and communities in need. We gave more than \$60 million in philanthropy to nonprofit organizations that help build economic opportunity in our communities. By going beyond simply writing a check – to pair financial contributions with high impact volunteerism – we drive maximum benefit for our partners and communities.



*“I am always struck by Capital One’s level of engagement throughout the grantmaking process. They take the time to explore our needs and overall strategy with a level of thoughtfulness and granularity that you don’t often see from a funder, and that is clearly designed to maximize impact rather than rack up vanity points. Capital One’s hands-on, impact-driven approach has made them one of our most instrumental partners, helping us expand the social capital and mindset of our entrepreneurs and giving us the resources to improve our service delivery, program outcomes, and engagement strategy.”*

- **Melissa Bradley**, Managing Partner, 1863 Ventures, a Washington, D.C.-based startup incubator focused on women and minority-owned entrepreneurship. Capital One was among their first funders.



Our efforts in the community require an increasingly digital focus. Through our Future Edge initiative, we are investing **\$150 million over five years** in community grants and initiatives

to support training to prepare people for the jobs of today and tomorrow, spur small business development, and provide financial education and money management support.

## Our Commitment to Affordable Housing

Capital One provides an equally-comprehensive and innovative approach to supporting affordable housing, a central part of building healthy, thriving communities. We provide capital to finance a diverse range of affordable housing developments, including those built by nonprofits, local agencies and specialty developers.



Since 2007, we have invested **\$11.6 billion** in affordable housing, financed over **128,000** affordable housing units, and created more than **145,000** jobs.



In 2018 alone, we invested more than **\$1.5 billion** in affordable housing, creating more than **12,000** affordable places to live, and roughly **14,000** jobs.

## Community Advisory Council

The Community Advisory Council is a valuable forum where Capital One invites leaders from the nonprofit sector to learn about and provide feedback on the company's strategy, products and services, especially those related to underserved communities. In 2018, there were engaging discussions on Capital One's efforts to build a national retail bank, serve small businesses with products and tools like Business CreditWise, and inform our position on CRA reform. Senior Capital One leaders also provided insights about our technology journey and led members through hands-on digital product development exercises with our Tech College team. And the participation of our CEO and the Board's Lead Independent Director catalyzed open, direct and dynamic conversations around the bank's culture and values.



***“The Community Advisory Council reflects Capital One’s belief in the wisdom of the crowd, and in actively engaging with the outside world.***

*Our nonprofit partners from consumer and small business finance, consumer protection, and community development are*

*key stakeholders for Capital One. We value their expertise and guidance in achieving greater financial inclusion.”*

**- Stacey Cooper**, Vice President, Community Development Banking

## 2018 CAC Members

- Association for Enterprise Opportunity
- Association for Neighborhood and Housing Development
- Center for Responsible Lending
- Clarifi
- Consumer Action
- Delaware Community Reinvestment Action Council
- EARN
- Enterprise Community Loan Fund
- Fifth Avenue Committee
- Financial Health Network
- HousingNOLA
- Inclusiv (formerly National Federation of Community Development Credit Unions)
- Latino Economic Development Center
- Local Initiatives Support Corporation (LISC)
- Mission Asset Fund
- National Association for Latino Community Asset Builders
- National Coalition for Asian Pacific Americans Community Development
- National Consumer Law Center
- National Urban League
- Neighborhood Trust Financial Partners
- Opportunity Finance Network
- Prosperity Now
- Rising Tide Capital
- Rural Dynamics, Inc.
- The Intersect Fund
- UnidosUS
- Woodstock Institute



## Community Reinvestment Act (CRA) Reform

For more than forty years, the Community Reinvestment Act (“CRA”) has stood as a cornerstone of the banking industry’s efforts to meet the credit and deposit needs of all communities across the United States. Capital One fully supports the goals of the CRA and believes the Act has been invaluable in encouraging banks to meet the financial needs of low- and moderate-income (“LMI”) individuals and families, and in making significant and impactful investments in LMI neighborhoods.

Capital One’s commitment to a well-managed CRA program and strong community reinvestment is evidenced by many years of strong examination results as measured by the Office of the Comptroller of the Currency (OCC). Our retail bank has consistently achieved outstanding levels of performance on the lending and investment tests and high satisfactory rating on the service test. Our limited charter bank has consistently achieved outstanding levels of community development lending, investments and services. Our community development lending is fully integrated into our business strategy. Our commercial business provides loans for affordable housing, community services, economic development and neighborhood revitalization.



## An Opportunity to Strengthen and Modernize CRA

In recent years there has been much discussion about modernizing the CRA, which was first adopted in 1977. Roughly four decades later, we believe there is an opportunity to build on and enhance the existing CRA framework to better meet the needs of LMI neighborhoods in 2018 and beyond.

Capital One is committed to the goal of promoting and advancing economic opportunity by building on and bolstering the CRA’s strong foundation. We share the view held by community groups and the banking industry alike that there is an urgent need for additional clarity, consistency and certainty with respect to the CRA’s regulatory requirements and supervisory expectations. We believe that all of these aims can be achieved in a way that enhances the most critical and positive aspects of the current regulatory framework.

As the OCC and its fellow regulators seek to improve the CRA regulation, we believe that any recommended approach must be thoughtful, balanced, and designed to bring certainty and consistency to the market over the longer term. A more measured approach within the existing framework lessens the potential for unintended consequences and significant disruption to ongoing programs.

Overall, we believe that the modernization efforts must remain true to the original purpose and intent of the CRA. We applaud the OCC for taking on the challenging task of modernizing this important regulation and for exploring ways to improve the CRA’s implementation and administration. We remain fully committed to revisions that enhance the Act’s positive impact on LMI individuals, families and neighborhoods in a rapidly changing banking environment. As the reform process continues to unfold, we look forward to working with our community partners and the regulatory agencies to further enhance and modernize the CRA for generations to come.

## Reducing Our Environmental Impact

At Capital One, we take the long view in everything we do. We recognize the global effects of climate change and are committed to leading by example. We continuously seek out new and effective ways to reduce our carbon footprint and environmental impact as well as improve the efficiency of our operations.

Capital One's environmental strategy and policies are managed by our Environmental Sustainability Office (ESO), internally branded as "Green Solutions." The ESO also partners with suppliers and vendors to understand the environmental footprint of our

business and supply chain as well as limit the environmental impact of our operations.

Because putting people first is core to our culture, the ESO's work is done in conjunction with committed Capital One associates from all levels and lines of business, who champion environmental stewardship in their workplaces and communities. Across our offices, branches and Cafés, many of these associates have formed Green Teams, volunteer-led environmental sustainability teams that take ownership of how local initiatives can contribute to Capital One and community environmental stewardship. We are also committed to working collaboratively with our partners and in our communities to reduce our environmental impact and make a positive difference for our planet.



In 2018, we met our ongoing annual commitment to reducing our environmental impact:



**Achieved 100 percent renewable energy** and met this goal by investing in on-site solar and purchasing Renewable Energy Credits (RECs).



**Achieved carbon neutrality for Scope 1, 2 and business travel greenhouse gas emissions.**



**Increased the amount of paper from environmentally preferred sources to 96 percent.**



**More than 50 percent** of our non-branch office space is certified through the US Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) or the Green Building Initiative (GBI) Green Globe program.

Our new McLean 2 (M2) office building, located in Tysons, Va., has a variety of eco-friendly features:



Rainwater capture



Electric-vehicle charging ports



Automated shade and lighting controls for daylight harvesting



Access to public transportation and bike racks



Green roof vegetation



Native plant landscaping

To learn more go to our [Environment section](#) in Ingenuity

## Advocating for the Greater Good

Living our values is about more than products and practices. It also means advocating for change in our communities and on the national stage. We believe that engaging in the legislative and regulatory rulemaking processes is important for our business and for our customers and associates. Advocacy gives us a voice and a platform to reinforce our values and move our industry and our country forward through the power of effective policymaking.

Given the nature of our business, we understandably focus a great deal of time and attention on banking policy. We embrace the essential role that regulation

plays in ensuring the safety and soundness of our industry, and protecting the vital interests of our customers – be they individual consumers, small businesses or large corporations. We seek to be thoughtful, balanced and data-driven in our engagements with policymakers, working backward from the needs of all impacted constituencies rather than our own self-interest. In 2018, we focused our attention on a number of business priorities, in each case working to illustrate the real world impact of complex accounting policy and prudential regulation issues.

Beyond policies that impact our economy and financial system, Capital One is equally focused on efforts that affect our associates and customers. We actively lend our bipartisan voice to local and national



efforts that advance affordable housing goals, set environmental standards, and create a more diverse and inclusive workforce. We are a proud supporter of the Equality Act, federal legislation that would amend the Civil Rights Act to prohibit discrimination on the basis of sexual orientation and gender identity. And through speakers series, policy communications and “Get Out the Vote” drives, we provide associates of all political backgrounds with the tools and information to engage on the issues that matter most to them.

Capital One engages in political expenditures through an associate-funded Political Action Committee (PAC), as well as nominal corporate expenditures. The Center for Political Accountability, in conjunction with the Zicklin Center for Business Ethics Research at The Wharton School (University of Pennsylvania), reviews public disclosures of political activities among the Fortune 500 and recognized Capital One in 2018 as an “Industry Trendsetter.” Capital One scored in the top 20 of all Fortune 500 companies for our commitment to political disclosure and accountability.

[2018 Capital One Government and Policy Affairs Annual Report](#)

LEARN MORE ABOUT OUR

# COMPANY

A VIEW INTO OUR BUSINESS



# Capital One Profile

Capital One Financial Corporation, a Delaware corporation established in 1994 and headquartered in McLean, Va., 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, digital tools, the internet, and other distribution channels.

## 2018 Operations

-  **121** Office Locations
-  **536** Branch Locations
-  **34** Café Locations
-  **2,092** ATMs

## 2018 Community Investment

-  **>\$60 M** Total Philanthropic Giving
-  **\$1.5 B** Community Loans and Investments

## 2018 Associates

-  **47,600** Total Associates
-  **40,700** Total U.S.-Based Associates
-  Countries with Associates: U.S., Canada, U.K., India, Philippines

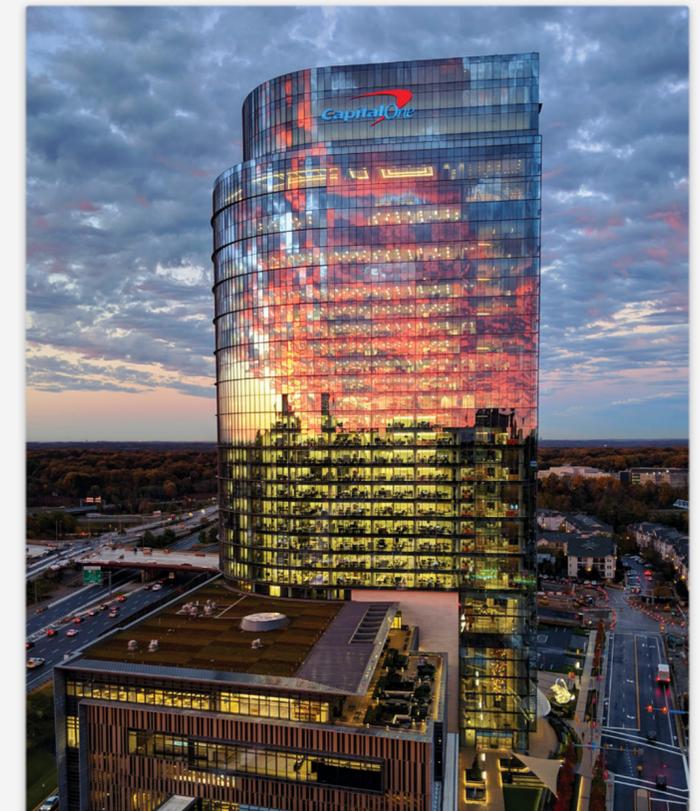
## Primary Legal Entities and Business Segments

### Primary Legal Entities

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

### Business Segments

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



## 2018 Financials

Capital One's 2018 financial information is available in our Annual Report. Visit the Investors section of our website to [download a copy of the 2018 Annual Report.](#)

# Business Overview

In less than a quarter century, Capital One has grown to be one of the ten largest banks in the U.S. Capital One is one of the most widely recognized brands in banking and serves tens of millions of customers across a diverse set of businesses.



## CREDIT CARDS



## CONSUMER BANKING



## COMMERCIAL BANKING

### WE OPERATE IN THREE PRIMARY BUSINESS SEGMENTS:

This segment consists of our domestic consumer and small business card lending partnerships, and international card businesses in Canada and the United Kingdom.

This segment consists of our branch-based lending and deposit gathering activities for consumers and small businesses, national deposit gathering, national auto lending and our consumer home loan portfolio and associated servicing activities.

This segment consists of our lending, deposit, capital markets and treasury management services to commercial real estate and commercial and industrial customers. Our clients typically include companies with annual revenues between \$20 million and \$2 billion.

### COMMUNITY IMPACT

We play an important role in helping people manage their finances, use credit wisely, transact online or in-person, earn rewards and plan for their future. We offer clear and compelling products across the full credit spectrum that harness technology to help customers succeed.

Through our Consumer Banking business, we are able to provide simple, no-fee digital deposit products to anyone in America, no matter where they live, as well as a broad array of financial services to customers at a local, community-centered level. We provide our retail and Café spaces to local associations, nonprofits, and students at no charge. Our Café Ambassadors give back through individual volunteerism, charitable giving, and local community partnerships.

We provide a wide variety of products and services to help businesses of all sizes hire, grow, invest, and achieve long-term goals. Commercial's community development lending business focuses on extending loans and capital to diverse projects including affordable housing, community services, economic development services, and neighborhood revitalization and stabilization.

# Governance and Business Practices

## Capital One Board of Directors

Our Board of Directors develops, oversees, and reinforces sound corporate governance principles and practices that create a foundation for the effective functioning and oversight of the board and its committees, are critical to preserving the trust of important stakeholders including stockholders, associates, customers, suppliers, governmental entities, and the general public, and are vital to the future success and growth of Capital One.

The Board of Directors has four standing committees:

- Audit
- Risk
- Governance and Nominating
- Compensation

For more information about our governance structure and practices, please visit the [Investor Relations](#) section of our website, which includes information on directors, committee assignments, and committee charters.

## Corporate Values and Ethics

Capital One's Values (Excellence and Do the Right Thing), and their respective supporting attributes and behaviors, serve as the framework for how our associates treat our customers and each other and conduct themselves each day. Capital One's values also embody our commitment to ethical business practices and guide the decisions we make every day.

Capital One expects all associates to responsibly manage company information and protect the confidentiality and personal information of our customers and clients. The Code of Business Conduct and Ethics 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.



## Our Business Code of 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 our Code of Business Conduct and Ethics.



How do associates learn about it?

Each year, associates are required to engage in digital training to certify their knowledge of and compliance with the Code of Business Conduct and Ethics.

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

## Operational Excellence

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

The quality of the customer experience is the ultimate test of our operational excellence. In assessing our success as we provide banking experiences, 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.

## Protecting Customer Information

Capital One has smart digital tools that provide always-on account monitoring and automatic customer notification, explanation, and one-click solutions. Our line of Digital Identity Products balances 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.

Cybersecurity is paramount as the world continues to go digital and the threat of bad actors persists. Consumers are increasingly focused on where their personal and financial information is stored and the best way to protect personal data from being compromised. Capital One has 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 in technology and tools to keep our company and customers safe.



We place a high priority on protecting customer information and strive to put customers in control of their financial lives.



## Fair and Transparent Products and Services

Twenty-five years ago, we set out to turn one-size-fits-all into “mass customization” – the idea that delivering the right product to the right customer at the right price could democratize credit and bring millions into the mainstream of financial services. Our commitment to accessible, fair and transparent products and services is unwavering. By providing clear, easy-to-understand products, we equip our customers with the knowledge and tools they need to make informed product choices and financial decisions.

Our consumer card and banking products have no fine print, tricks, or gotchas. We understand that our success as a company is inextricably linked to the success of our customers.

## Bringing Simplicity to Disclosures

Capital One is recognized as an industry leader in customer disclosures across both our marketing and account maintenance 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, and was ranked #1 in credit card disclosure clarity by WalletHub eight years in a row.

## 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 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 view and understand their credit score, track their progress, and learn how to strengthen their credit.



We are mindful of where and how our customers want to interact with their bank. That is why, as we innovate and evolve our digital products available online and via mobile, we also are mindful of providing access to our products and services via our retail storefront locations and other non-digital channels. We are reimagining brick and mortar locations to blend the digital and physical worlds with our Capital One Cafés, where Café Ambassadors address customer account needs, help people better understand their money and ultimately reach their financial goals. The Cafés 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, meet up 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. We continue to take steps to improve web accessibility on [www.capitalone.com](http://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.

Capital One's corporate culture is built on two core values:



## Culture

Culture is the collective set of values, expectations, and beliefs that drive behaviors in an organization. Culture can be shaped explicitly (policies, rules, or written values) but also implicitly in how behaviors are incented, celebrated and rewarded. Culture is not temporary or immaterial; culture is long-standing and has a critical impact to long-term success.

Since our founding days, we've focused on building and maintaining an open culture based on diversity of thought and a meritocracy of ideas. We have two core values, Excellence and Do the Right Thing, with a number of supporting attributes. 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.

Capital One has established a culture that puts people first, values diversity, and fosters an inclusive and collaborative business environment where every voice is heard and matters. Our associates bring an array of backgrounds and perspectives to the company, and as a result, 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 driving innovation, managing risk, and strengthening Capital One from the inside out.

The inclusion of local businesses and diverse suppliers in our operations helps us better serve our customers and support local communities. 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.

For more information, click below to learn about each of the following:

- [Investor Relations](#)
- [Newsroom](#)

# HUMANITY

PUTTING PEOPLE FIRST



Since Capital One's founding, our success has been rooted in our culture of putting people first. Our workforce of nearly 50,000 associates is our largest and most valuable asset and investment, bringing together the world's best talent who possess a unique array of backgrounds, passions, perspectives, and experiences that enable our company to innovate and evolve.



## Awards

Each year Capital One's people, practices and policies are recognized by a wide range of respected publications and benchmarking institutes. These awards are often based on what our associates say about working at Capital One, which both makes us incredibly proud and confirms that our efforts to make Capital One a great place to work are working. Here's a look at some 2018 highlights:

- Fortune "100 Best Companies to Work For"
- Fortune "100 Best Workplaces for Diversity"
- Fortune "50 Best Places for Working Parents"
- Fortune "World's Most Admired Companies"
- Fatherly "50 Best Places to Work for New Dads"
- Human Rights Campaign "Best Places to Work for LGBTQ Equality" (perfect score)
- Disability Equality Index "Best Place to Work" (perfect score)
- Indeed's Top-Rated Workplaces "Top 10 for Veterans"
- Military Times' "Best 100 for Vets"
- Dave Thomas Foundation for Adoption "100 Best Adoption-Friendly Workplaces"



# Workplace and Culture

Thousands of talented associates join Capital One each year, taking on roles as customer advocates, technology explorers, and product innovators – each helping to bring to life our vision and our mission. Our approach to recruiting, hiring, and retention is simple: Attract great people and give them the opportunity to be great. We put associates in control of their careers and empower them to learn, fail, grow, and help improve the lives of our customers. We cultivate a workplace where associates feel a sense of belonging and are empowered to bring to work each day their own passions, ideas, and unique life experiences.



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

Excellence

Do the Right Thing

Openness

Inclusion

Collaboration

Diversity Across Multiple Dimensions



**“Diversity in perspective is a powerful thing.** Our thousands of associates have myriad thoughts and personalities. I have a tendency to listen more than I speak. Countless times I’ve seen the advantages of allowing associates to speak authentically and share their ideas. I’ve found it leads to deeper connections and better solutions.”

- **Celia S. Karam**, Chief Audit Officer, Executive Officer

# Diversity and Inclusion

At Capital One, we empower our associates to do great work by creating an inclusive culture that values diverse perspectives, fosters collaboration, and encourages innovative ideas. We call this our Culture of Belonging, and it rests at the heart of our Diversity and Inclusion (D&I) efforts.

We know our differences are what make us stronger – more innovative, more nimble, and more resilient. By building a team as diverse as the communities and customers we serve, we can offer better products, services, and customer experiences.

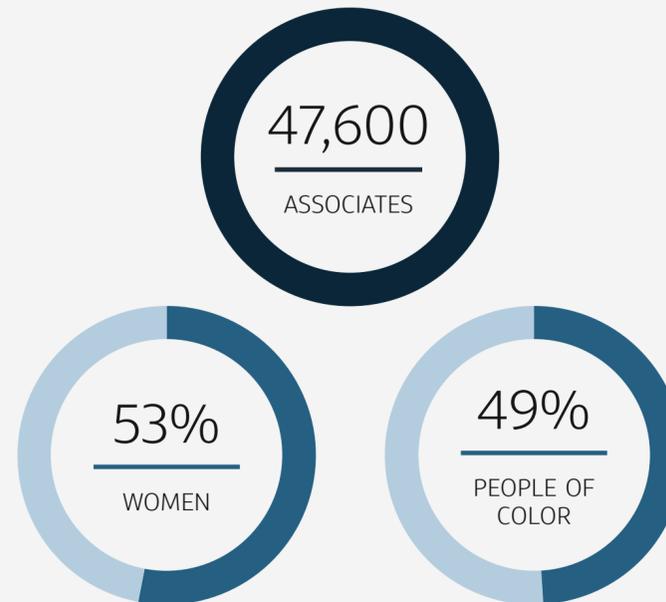
We've steadily increased our investment in diversity and inclusion by investing in our recruiting approaches and pipelines in order to attract diverse top talent, enhancing D&I education and training for our leaders and associates, expanding the reach and stature of our seven Business Resource Groups (BRGs), and creating new programs to educate and develop our associates.

## Diversity and Inclusion is a strategic priority for Capital One

Our Diversity and Inclusion objectives:

- Recruit, develop, and retain diverse top talent
- Cultivate a culture of belonging where Associates feel included and can see themselves represented at all levels of Capital One

### Workforce by the Numbers



\*Reference chart on [page 26](#)

### All Associate Survey

We engage our colleagues regularly to understand their powerful perspectives and to hear their voices. Here's what they had to say in a 2018 survey.



**91%**

Feel that Capital One is a great place to work



*“To feel a sense of belonging is a basic human need, and we feel strongly that cultivating a culture of belonging is not only what’s best for our associates but what’s best for our company. When our associates can be their authentic selves at work, we all win.”*

- **Meghan Welch**, Chief Diversity and Inclusion Officer at Capital One

# CAPITAL ONE ASSOCIATES

2018	WHITE	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	NATIVE HAWAIIAN OR OTHER PACIFIC ISLAND	TWO OR MORE RACES (NOT HISPANIC OR LATINO)	TOTAL DIVERSE RACE & ETHNICITIES	TOTAL WOMEN
EXEC/SR. OFFICIALS & MANAGERS	80.6%	2.6%	4.3%	11.3%	0.0%	0.3%	0.9%	19.4%	28.1%
FIRST/MID-LEVEL OFFICIALS & MANAGERS	72.5%	6.4%	5.2%	14.4%	0.1%	0.1%	1.3%	27.5%	36.3%
PROFESSIONALS	56.7%	8.2%	5.0%	27.8%	0.2%	0.1%	1.9%	43.3%	40.3%
ALL OTHERS	40.1%	34.7%	15.7%	4.8%	0.5%	0.2%	3.9%	59.9%	68.9%
TOTAL 2018	50.7%	19.9%	9.8%	16.3%	0.3%	0.2%	2.8%	49.3%	52.8%

**Note:** U.S. Workforce only – as of 12/31/2018

**All Others** includes the Technicians, Sales Workers, Administrative Support and Service Workers EEO-1 job categories



## Embracing Our Own Unique Diversity

Kenneth Imo, Senior Director, and current Head of Talent, Leadership, Diversity and Inclusion for International, Small Business, and Walmart, talks about learning to embrace his dual identities as an American and Nigerian: “Diversity is more than skin color. We all have our personal stories.”



## Diversity in Leadership

It's critical that diversity be reflected at every level and across every organization, and we remain focused on increasing representation of women and people of color across Capital One. Organizations with diverse leadership teams attract diverse talent, make better decisions, and drive improved business results.

This starts at the top. Capital One is committed to building an executive-level leadership team that is more diverse and reflective of the communities we serve. We've made important progress on leadership diversity, but we're not yet at our destination.

Leaders and teams across the company are developing strategies to increase executive-level diversity through recruitment, development, and training of exceptional diverse talent. At the same time, we're focused on nurturing a culture of belonging, where associates of all backgrounds know that their voice matters and where leaders visibly demonstrate the importance of diverse backgrounds and perspectives on their teams. Our Business Resource Groups are central to this effort, and all seven have Executive Sponsors from the Executive Committee.



## Our Commitment to Pay Equity

Pay equity has long been a core tenet of our pay philosophy and is central to our values of Excellence and Do the Right Thing.

### How We Approach Pay Equity

Paying fairly requires us to regularly review associate pay and our own pay practices. We have reviewed base pay for all our employees globally. In addition, base pay and incentives have been evaluated for all employees who are eligible for the company's standard corporate incentive plan, which includes the vast majority of employees globally. We review groups of associates in similar roles, accounting for factors that appropriately explain differences in pay such as job location and experience. Based on this analysis, our aggregated adjusted pay gap results show that we pay women 100 percent of what men are paid, and we pay racial and ethnic minorities in the U.S. 100 percent of what non-minorities are paid.

We use statistical modeling to understand what drives pay gaps, instill new practices to prevent them in the future, and provide education for teams and leaders around best practices. 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. We leverage a dedicated team of subject-matter experts to focus on our pay equity program on an ongoing basis. We calibrate our analytics with external industry experts and legal counsel and partner with them regularly as part of our continuous efforts to learn and evolve our approach.

We have rigorous processes and standards in place to govern pay equity and equality. For example, we establish non-negotiable starting rates for many roles and do not use candidates' current pay to determine starting offers for non-executive roles. This helps reduce the chance that pay inequality that may persist in the external job market may affect new associates' starting pay as they join Capital One.

### What's Next on Our Journey?

Pay equity will continue to be an important focus for Capital One as part of our long-term journey toward building and maintaining a more inclusive culture. Advancing this commitment means analyzing total compensation for the remaining small percentage of associates who are on non-standard incentive plans, and we are expanding our work to accomplish this. Additionally, we are making investments to improve the automation and predictive capabilities in our analyses to lessen the likelihood that unexplainable pay gaps emerge in the future.

## Business Resource Groups

Our seven Business Resource Groups (BRGs) help to cultivate a culture of belonging at Capital One. With nearly 100 local chapters across the company, our BRGs provide a forum for discussions, connections, cultural celebrations, community service and professional development.

These groups were created to support Capital One’s growing diverse population. Our BRGs play an important role in attracting world-class talent, developing tomorrow’s leaders, and engaging and retaining our diverse workforce.

In 2018, the BRGs hosted inspiring speakers including rapper, actor, writer, and philanthropist Common; American soccer icon, Olympic gold medalist and World Cup champion Abby Wambach; and suicide survivor and prevention advocate Kevin Hines. Notable events included an evening for associates at the National Museum of African American History and Culture.

All associates are encouraged to join BRGs as a member or as an ally. Allyship is an important component of fostering support across groups. For instance, many of our male associates join the Women’s Network (EmpowHER) as allies. Allies stand with BRG members as advocates and serve as ambassadors to increase awareness and understanding.

Capital One sponsors **7 BRGs**, with nearly **100 chapters** across the company



Associates with a disability, caregivers and allies



LGBTQ+ associates and allies



Hispanic/Latinx associates and allies



Asian and Pacific Islander associates and allies



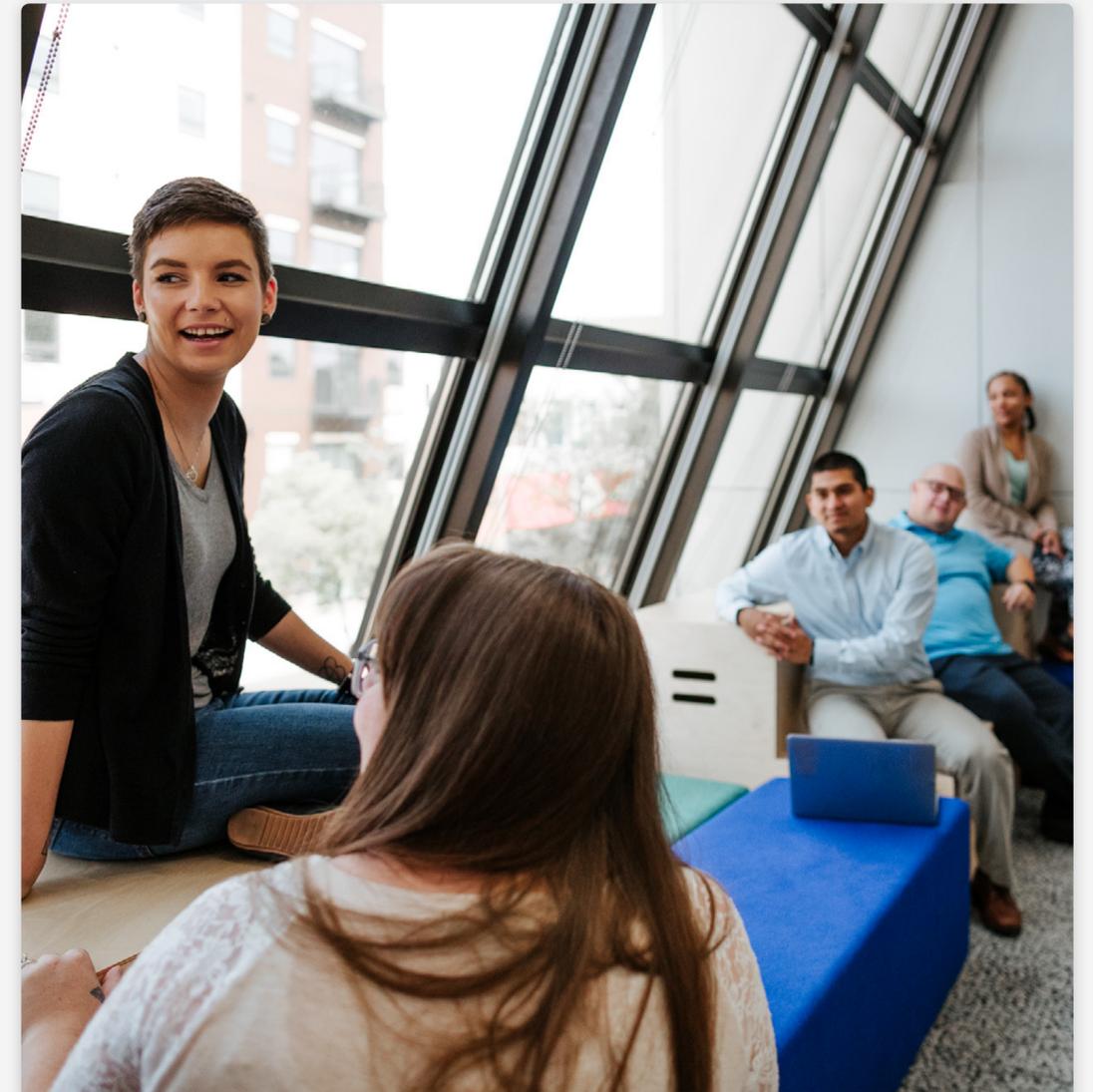
Female associates and allies



Veterans, military families and allies



Black associates and allies



Capital One is expanding our focus on intersectionality – or the way in which different facets of a person’s identity combine to create unique life experiences – to more deeply understand how identifying with more than one group shapes our interactions at work and beyond.

## Our Business Resource Groups in Action

**Our Voices** BRG aims to create an environment where black associates are empowered to drive change, break barriers, and make an impact across Capital One. In 2018 Voices hosted the Future Leaders Forum for Young Men, a full-day event powered by Capital One volunteers that brings leaders and young men together in a fun, interactive and dynamic session that helps participants increase awareness of their potential to excel in school and beyond. The event focused on helping students build leadership

and financial skills, and learn about the emerging opportunities available in tech-based fields of education and employment.

**Out Front** collaborated with Retail and Direct Bank on a month-long integrated Pride campaign hosted at our Union Square flagship in New York City, while Out Front chapter members and allies sponsored and participated in numerous Pride parades and related volunteer events across the country.



***“As technology constantly changes, we need innovative business leaders who advocate for products and services that reflect the full breadth and diversity of our customers and our associates. At Capital One, we recognize and appreciate that we must spend as much time, if not more time, understanding the customer’s perspective as we do leading and executing. At the end of the day, this is what allows us to promote economic empowerment and inclusion for all of our customers.”***

- **Mark Matthewson**, Managing Vice President and CTO, Small Business and International | Voices



***“During my first few years at Capital One I had not yet come out to my colleagues. It was a supportive manager who convinced me to do so, and I saw an immediate difference in my effectiveness. By standing up for legislation to strengthen federal anti-discrimination protections, lending our voice to the fight to overturn the Defense of Marriage Act, or partnering with leading civil rights organizations to advance progress in the business community, Capital One makes a story like mine possible.”***

- **Andy Ramamoorthy**, Managing Vice President, Business Analysis, Commercial Bank | Out Front



**¡HOLA!** developed and elevated associates in 2018 through two key programs: Hispanic Leadership Development and Hispanic Leadership Coaching. These programs give participants access to senior leadership, mentoring, and networking opportunities to grow and develop Hispanic leaders and associates.

**EmpowHER** created an intersectionality committee, bringing together a partnership of representatives from all seven of our BRGs to recognize the often-complex intersections of our identities. One of the goals for the committee is to serve underrepresented groups and address relevant issues.



***“I don’t define myself solely as a Latina. I am a business leader, a wife, a mother, and a community member who happens to be a Latin woman and has the honor of being the Accountable Executive for ¡HOLA! I am continuously struck and humbled by how much of an impact we can have by simply leading by example and inspiring others. I have come to realize***

***that the more we invest in our associates across all leadership levels, supporting them to be their best and most authentic selves, the more impact we will be able to collectively drive for our customers. I build on this goal by guiding, coaching, and challenging my teams to make thoughtful decisions and lead in a way that is authentic to them.”***

**- Emilia Lopez, Senior Vice President, Business Analysis, U.S. Card | ¡HOLA!**



***“It’s so important to build teams that reflect the world around us – and women represent half the world. While Capital One still has work to do, we’re focusing on recruiting, developing, and supporting women leaders. When we have teams that bring a broader set of perspectives, we create better products, services, and experiences for our customers.”***

**- Lia Dean, Head of Bank Marketing and Retail;  
Executive Officer | EmpowHER**



**CapAbilities** is our BRG that focuses on removing barriers of inclusion for people with disabilities. In 2018 CapAbilities increased accessibility for hearing impaired associates by introducing real-time captioning during large meetings for both in-person and remote attendees. CapAbilities piloted the technology with our Financial Services organization and has broadened its availability across the company. CapAbilities also saw amazing growth in acceptance of mental health differences at Capital One, led by a series of panels highlighting associate stories.

**Origins** launched a new speaker event called *Introverts in Leadership*, a series of fireside chats with Capital One leaders who self-identify as introverts. Co-sponsored by EmpowHER, the series celebrated diversity of personality and provided a platform for introverted leaders to share their personal stories of belonging, courage and leadership.



***“At Capital One, we know that both our individual and collective success depends heavily on working in an environment that includes people with a vast array of experiences. This includes our associates with disabilities, many of whom form the community that is the CapAbilities Business Resource Group. The message here is clear: Regardless of your identity, let us truly see and know you, so that together we can unleash your talents and create amazing products and solutions for our customers.”***

**- Laura Bailey**, Senior Vice President, Community Finance and Community Affairs | CapAbilities



***“I feel incredibly fortunate to work at Capital One, a company that fosters and promotes a workplace where the whole individual matters, where we feel welcome and encouraged to bring our whole selves to work. Each of us with unique backgrounds, beliefs, traditions – we can begin to realize that we share more similarities than differences. That feeling of safety liberates us to perform at our best, individually and as teams, to tackle the truly difficult challenges on the path to change banking for good.”***

**- Phil Kim**, Managing Vice President, Data Science | Origins





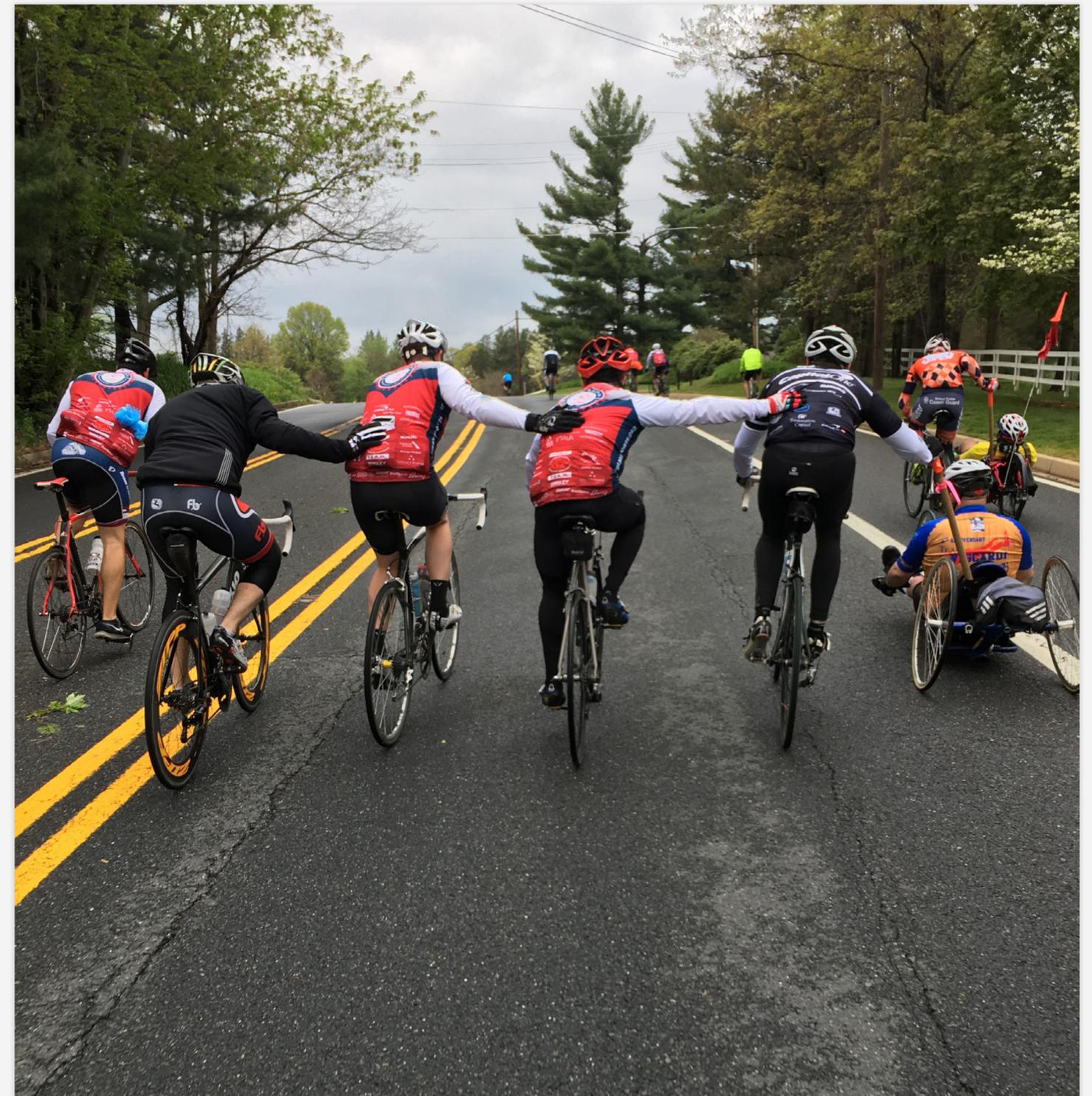
**Salute**, our military BRG, sponsored and engaged in more than 65 volunteer projects across 14 locations, reporting more than 1,400 hours of community service in 2018. Volunteer projects included hosting networking receptions for veterans and military spouses, participating in mock interviews and resumé reviews for disabled veterans, and preparing care packages for active duty service members.



***“We’re privileged to have veterans and military spouses representing every branch of service as colleagues, team members, and leaders throughout our company. These talented men and women bring tremendous value to Capital One by leveraging the unique skills and experience gained during their military careers to drive innovative solutions for our company and our customers. Salute offers our veterans and veteran advocates***

*a forum for networking, mentorship, and professional development activities to ensure they are supported and that we can help pave the way for a smooth transition to the private sector.”*

**- John Finneran**, Senior Advisor to the CEO and Corporate Secretary, Executive Officer, U.S. Navy Veteran | Salute



## Developing our Future Leaders

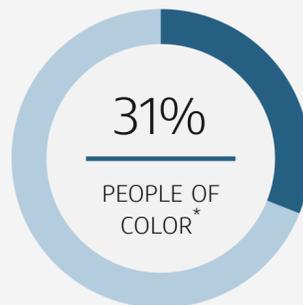
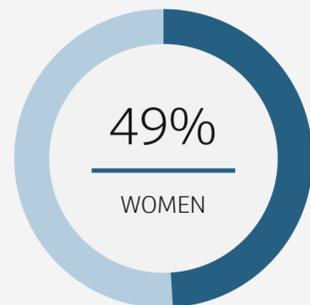
Development programs empower our associates to step confidently into advanced leadership roles, both within our company and outside our walls, and we actively take steps to embed diversity and inclusion into these efforts.

The Emerging Leader Development Program (ELDP) is geared toward rising leaders advancing in their careers across our various lines of business, with a goal of strengthening the executive succession pipeline and ensuring diversity of thought and experience in leadership roles. High-potential associates are selected by line of business leaders in partnership with human



150

ELDP Graduates in 2018:



\*Black, Asian, Hispanic/Latinx or more than one race

resources and participate in the rigorous 7-month development program. Participants progress in cohorts, and we take great care to ensure that these groups represent diverse talent from across the organization.

Many of our BRGs sponsor dedicated career development programs:

- **Voices** sponsors the **Magellan Program**, a customized, comprehensive nine-month offering that provides associates with the tools to manage and enhance their career while focusing on leadership development, strategic thinking, and influencing competencies. Since its inception in 2007, more than 450 associates have graduated from the program.
- **Origins** sponsors several leadership development initiatives and programs, including the **East Asian Growth and Leadership Effort (EAGLE)**, and **Leadership Essentials for Accelerated Progress (LEAP)**. EAGLE was started to meet the unique development needs of first-generation Asian associates and focus on mentoring, building career competencies, and technical training. Over 1,100 associates have participated in EAGLE since it began in 2016. The LEAP program supports high potential associates in their career advancement by deepening their leadership skills through training, coaching, and targeted development. Since launching in 2012, more than 100 associates have participated in LEAP.
- **¡HOLA!** sponsors the **Hispanic Leadership Development Program (HLDP)** and **Hispanic Leaders Coaching Program (HLCP)**. HLDP and HLCP support associates to achieve their full career potential through leadership development training, executive speakers, networking events, one-on-one mentoring, and coaching. Since 2016, more than 100 associates have graduated from these 6-month programs. Of those, approximately 35 percent have been promoted.

## Leading and Learning by Example

At Capital One, we believe great People Leaders:

**Include.** Hire the best people and build diverse teams. Connect personally, listen, and care in the moments that matter. Foster an environment of trust, collaboration, and belonging. Lead with heart, humility, and authenticity.

**Empower.** Develop, challenge, and coach others to reach their goals. Ask questions and remove obstacles to success. Hold a high bar for talent and performance. Lead through change, with candor and optimism.

**Inspire.** Craft and share a powerful vision for the future. Inspire breakthrough innovation that drives results. Appreciate, reward, and elevate great performance. Do the right thing and lead by example.



Inclusion is a key pillar of being a successful leader at Capital One. In 2018, more than 8,200 of our People Leaders, representing 98 percent of all People Leaders across the company, had a formal performance goal tied to how they include, empower, and inspire their associates.

This performance goal is directly connected to Capital One's People Leader Success Profile, which outlines the expected behaviors that demonstrate key components of our People Leader culture to include, empower, and inspire associates. The People Leader Success Profile was established in late 2017 through the collaboration of leaders across the company and introduced in 2018.

We support our People Leaders through instructor-led experiences which teach and reinforce the critical Success Profile behaviors through activities, collaboration, and robust discussion. We also offer social learning platforms, including an online learning library highlighting the Success Profile and the business case supporting the importance and impact of great people leadership.

Capital One has a wealth of self-guided development resources available on-demand that cover topics such as unconscious bias, belonging, and psychological safety. In addition to People Leaders, these self-guided resources are available to all associates at Capital One. We also offer instructor-led workshops for our associates and teams on topics such as conscious inclusion, appreciating differences, growth mindset, and belonging.



## Inspiring a Growth Mindset

At Capital One, we celebrate curiosity, lifelong learning, and the growth potential of all our associates. We've set out to build a world-class development culture designed to fuel the business and enrich the careers and lives of our associates and our customers. Our vision is to inspire a growth mindset by encouraging associates to get outside their comfort zones, navigate new territories, and continuously hone their job and leadership skills.

In 2018, we delivered **2.4M** online and instructor led courses for our associates and contractors. We also launched exciting new learning experiences, including:

- Expanding the Learning Hive, an intuitive learning experience platform where associates can easily search and engage with a variety of learning plans and online trainings.
- Making LinkedIn Learning's **13,000+** expert-led video courses available to all associates.
- Providing tech training to over **4,500** technology associates through **7,000** in-person and **11,000** self-directed courses.



## Enterprise Diversity and Inclusion Team

Our Chief Diversity and Inclusion Officer (CDIO), in partnership with executives across the company, leads Capital One's efforts to build a diverse workforce and foster a culture of belonging. Our Enterprise Diversity and Inclusion team regularly engages with members of the Board, Executive Committee and other partners across Capital One and in our local communities to drive accountability for action and results – aligning efforts to the broader enterprise diversity and inclusion strategy and elevating dialogue across the company.

### Diversity and Inclusion Advisory Board

Capital One's Diversity and Inclusion Advisory Board (DIAB) consults on our D&I vision and strategy and promotes D&I responsibility and accountability. DIAB is composed of representatives from our Enterprise D&I team, Diversity Champions for each line of business, and leaders of our BRGs. The board helps the line of business Diversity Champions align their local goals to our corporate D&I strategy and ensure we have a cross-functional team working collectively toward a shared vision and goals.

Our commitment to diversity, inclusion, and equality extends beyond our walls, and we continue to boldly lend our voice and advocate on behalf of our associates, customers, and local communities.

Capital One's Advocacy Response Team (ART) is a cross-functional group of enterprise leaders with responsibility to assess, monitor, and engage on how best to demonstrate our support and commitment on various social, environmental, or political issues. The team is made up of a diverse group of stakeholders from across the business who represent the views and needs of their teams, customers, communities, and other stakeholders.

In 2018, ART members coordinated Capital One's role on the [Business Coalition for Equality Act](#), a group of business leaders advocating for passage of federal legislation to create clear, consistent protections that prohibit discrimination on the basis of sexual orientation and gender identity in employment, ensuring that LGBTQ+ employees are hired, fired, and promoted based on their performance.

### Recruiting Diverse Talent

We work tirelessly to hire and develop exceptional talent, and to provide every associate access to opportunity and support.

We know that improving diversity talent recruiting will increase our ability to access top talent. To this end, our recruiting process seeks to include diverse interviewers because we know (and research shows) that interviewer diversity positively impacts offer and acceptance rates.

Capital One participates in approximately 100 diversity-related recruiting events and initiatives each

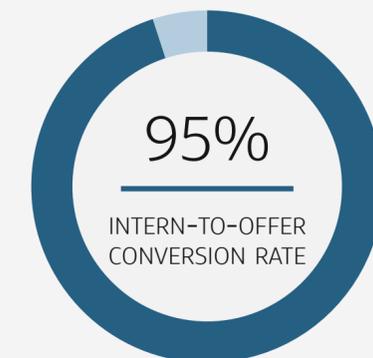
year, in partnership with professional associations across the U.S., to actively engage in outreach and cast a wide net for top talent nationwide.

Our college recruiting efforts continue to raise the bar as we engage in new and exciting programs and outreach. Building a diverse talent pipeline starts by networking with students who have unique skill sets and a passion for doing good. By participating in events like Disrupt the District and South by Southwest (SXSW), we're able to share our mission with students who are looking to help customers succeed and be part of a transformational tech journey. At the 2018 SXSW Opportunity Hub (an inclusive innovation, entrepreneurship, and investment ecosystem), Capital One sponsored 125 students from more than 50 historically black colleges and universities (HBCUs) across the country and provided a variety of programs designed to educate students about both careers in technology and opportunities at Capital One.

Capital One's internship programs are another avenue for developing a diverse talent pipeline, not just for our company but for the broader business community and innovation workforce. As part of our Future Edge initiative, and through a combination of external partnerships and internal programs including the **Plano Mayor's Youth Internship Program** and **Partnership for the Future**, we provide high school students with access to 21st century work opportunities, while also increasing the likelihood of their persistence to and through higher education. And through our **Year Up** partnership and

**Catapult** program, we provide experiential learning opportunities to help youth secure employment. We're deeply engaged in core workforce development programs across our footprint, providing opportunities for adults who face challenges to unleash their potential and thrive in a rapidly changing employment market. Collectively, these workforce development partnerships support a broad range of populations facing barriers to employment and education, including previously-incarcerated individuals, survivors of domestic violence, and people who have recently immigrated to the United States.

### Catapult



### Year Up



104

Interns hosted since 2007

## Middle Skills Job Training Builds Meaningful Careers

During high school, Daniel Jones had a seven-mile walk home. To reduce his commute, he began to take the bus to the local Boys & Girls Club. There, a counselor named Jonathan Bennett got to know Daniel and recommended him for [Capital One's Catapult program](#).

The Catapult program is designed for youth who are not employed to their full potential. Capital One created Catapult to better equip high school graduates ages 18 to 24 with the skills and knowledge to move from minimum wage jobs to meaningful careers. Catapult is a six-week paid internship focused on professional training, financial education, and workplace mentoring and concludes with each participant interviewing for open call center positions at Capital One.

Today, Daniel works full-time as a Senior Fraud Intake Coordinator at Capital One. With the skills he learned from Catapult, he earned a driver's license, secured insurance, and saved \$2,000 to purchase his first car.

Speaking of his experience in the Catapult program, Jones is quick to highlight the impact of Bennett on his life. "He made a huge impression on me," Jones said. "Not only did he make me a great associate, but he made me a better man – morally, ethically and professionally."



The Catapult program wouldn't have come to fruition without the guidance of Paul Townsend, Capital One's first general manager of the program's earlier iteration in the Philippines. While working in the Philippines, Townsend became familiar with a program designed to educate and invest in local youth, make them employment-ready, and provide opportunities to secure entry-level jobs.

After Townsend returned to Richmond, Va., and joined the board of directors at the local Boys and Girls Club, he saw an opportunity to create a similar program in the U.S. He was keenly aware that one in four Richmond residents lived in poverty, with too many young people missing out on formative educational training and employment experiences. High school graduates in the Richmond

area "have potential, but no access to jobs," observed Townsend, who set out to create the Catapult program in order to level the playing field for high-potential, at-risk youth.

Townsend's idea has gained traction. As of 2019, 42 out of 44 participants in the Catapult program have been offered full-time positions.

"In many ways, Daniel Jones represents the very essence of Catapult," Townsend recalled. "How a young man of his age could be so resilient in the face of adversity. It has not been an easy path for him. It's a remarkable story."

## Military Support

We are deeply committed to hiring and supporting service members, veterans, and military spouses, and we continue to seek opportunities to engage with the military community through national and local partnerships, career fairs, conferences, and sponsorships. In 2018, we hired more than 400 veterans and current members of the military or National Guard/Reserve. We also hired nearly 300 military spouses. These associates were hired into a variety of roles and levels across Capital One. Internally, our relationship with the military and veterans is passionately led by our Salute BRG. This network of military associates, veterans, military spouses, and allies proactively supports our recruitment efforts, helps new associates make a successful transition into their roles at Capital One, and supports the ongoing growth and development of this community inside of 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 and experiences to their roles at Capital One.

Our support for veterans and military families extends beyond our walls. We partner with the U.S. Chamber of Commerce Foundation's Hiring Our Heroes initiative, support the Fisher House Foundation, and provide complimentary travel and accommodations for wounded/recovering service members and their

families to attend the Capital One Orange Bowl in Miami, Florida. Our associates offer a strong hand in support of the military community. For example, Capital One bank branches across the nation rally donations during Military Appreciation Week for "Cell Phones for Soldiers," a program intended to help soldiers around the globe stay in contact with their friends and families when deployed.

## Supporting Those with Disabilities

Capital One is committed to supporting associates with disabilities. In 2018 we achieved a 100 percent score on the Disability Equality Index (DEI), our third consecutive perfect score, which recognizes Capital One's policies and practices to drive greater disability inclusion. We also received the National Organization on Disability's (NOD) Leading Disability Employer Seal for leading the way in hiring associates with disabilities. And we were recognized by *CAREERS & the disABLED Magazine* as "Corporate Employer of the Year."

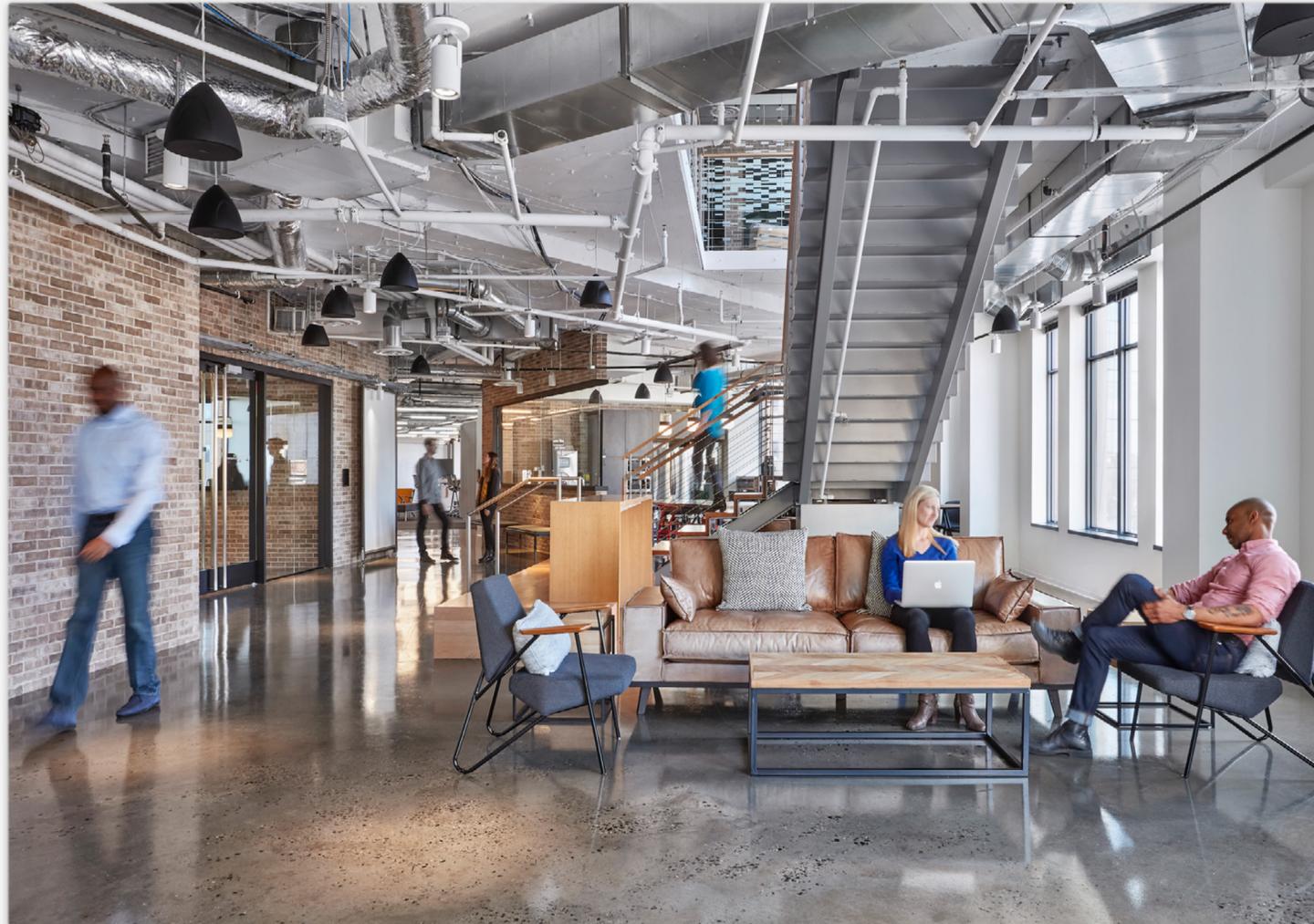
Our CapAbilities BRG is a community that offers support and resources for associates with disabilities, caregivers of individuals with disabilities, and allies. CapAbilities endeavors to combat stereotypes, advocate for the full inclusion of people with disabilities in the workplace and beyond, and engage with local communities and nonprofits to advance shared initiatives and goals.



## Associate Benefits

Capital One is a story of how amazing talent comes together to change banking for good – and to grow and have fun while doing it. Every time Capital One can support our associates inside and outside of work, our people are empowered to be their best selves, to support and engage their colleagues, and to help our customers and clients succeed.

Capital One is proud to offer our Total Rewards program that compels the world's best talent to join the company, to grow and develop inside and outside of the workplace, and to empower each associate to live their best lives. Our compensation and benefits program is designed to help associates care for their personal health and the health of their families, take time away from work to learn or relax, and to succeed financially now and years into the future.



## Enhanced Vacation and Floating Holiday Benefits

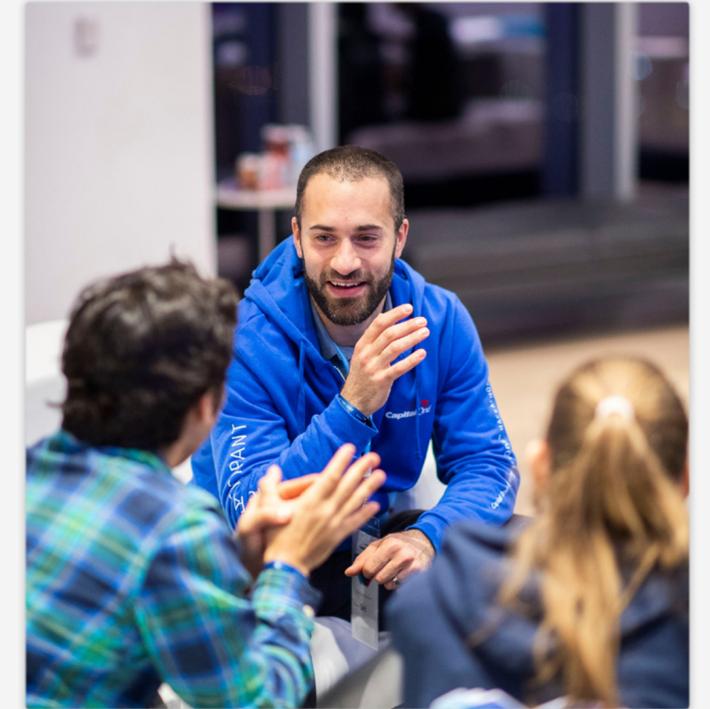
Our associates have unique interests and lives outside of work, which is why Capital One has designed benefits to provide flexibility – including two new floating holidays – to take time away when it's most meaningful for them to celebrate cultural events, practice mindfulness, or just sleep in on their birthday. Plus, our part-time associates now enjoy paid holidays and, beginning in 2019, all associates will enjoy a new additional paid holiday the Friday after U.S. Thanksgiving.

## Flexible Work Solutions

A traditional work schedule or on-site office location may not be the best way to support an associate's or their team's goals, or might conflict with an associate's personal commitments. Capital One's Flexible Work Solutions program provides flexibility with working time, location, and technology, allowing Capital One to harness the best of each associate.

## Increasing Mental Health Awareness

Given our large associate population, it's critical we increase access and remove barriers to care. We've set out on a journey to bring awareness to mental health issues and make sure our associates living and working with mental health conditions get the help they need. By investing in communities of support and highlighting real life associate stories, we're



elevating mental health awareness, reducing the stigma associated with mental health conditions or treatment, and educating associates on the breadth and depth of the resources we provide. Capital One's benefits include live virtual care from psychiatrists or counselors, free in-person visits through our Employee Assistance Program, and online tools to manage stress, anxiety, depression, and substance abuse. We also bring mental health counselors directly to our associates through our onsite medical clinics as we expand our investments in, and awareness of, these resources across the company.

## Making It Work with Autism

For Capital One Associate Rob Maino, childhood was difficult because of his Autism Spectrum Disorder (ASD). Early on, his social tendencies often invited bullying, though by high school his peers were more accepting. While at Christopher Newport University, Rob was offered an internship on the Capital One Card team through our Autism at Work Internship Program. He delivered impressive work on mobile automation coding and, as a result, Rob received an offer for full-time employment at Capital One.



To best support Rob, his manager, Amritpal Singh, took autism awareness training and independently researched key strengths common among those with ASD. He quickly identified Rob's ability to focus intensively on his favorite projects, including the ability to quickly learn new skills and an affinity for building complex exchange interfaces.

Amritpal says that Rob's abilities are both unique and empowering for the entire team. That feeling goes both ways: "I feel that having a team is essential for someone with my disability," Rob shares. "What kills [me] is anxiety, and when [I] don't know how to do something that raises anxiety. So, working on a team and having someone you can tap on the shoulder for help is a huge stress relief."

In 2018, Rob, Amritpal, and the rest of their team became recipients of the Circle of Excellence Award, Capital One's highest internal honor, designed to celebrate associates who not only embody our mission and values, but go above and beyond to drive innovation and help our customers succeed.



## Family Leave

When our associates welcome children into their lives, we want their focus and energy to be on their families. We've enhanced our Parental Leave programs and now offer associates 18 weeks of paid time off (PTO) for Maternity Leave and eight weeks PTO for Paternity and Secondary Parental Care Leave, Adoption and Foster Care Leave, and Birth via Surrogate. In 2018, more than 1,900 associates took parental leave, including 861 associates who took paternity leave.

## Adoption Reimbursement

For associates who want to begin or grow their family through adoption, Capital One's Adoption Reimbursement program provides up to \$35,000 in financial support per child. Expenses eligible for reimbursement include attorney's fees, court costs, licensed adoption agency fees, and international adoption fees.

## Helping our Associates BeWell

Capital One makes it a priority to give our associates diverse and affordable opportunities to improve their physical and mental health. Through our BeWell program, we offer a variety of interactive health and wellness resources and activities to help our associates and their families improve nutrition habits, increase physical activity, manage stress, achieve a healthy weight, and take control of chronic health conditions. Associates and their immediate family

members in need of medical care have the option of visiting one of our nine on-site BeWell health centers. Our health centers are a convenient and effective way to ask questions and treat urgent and non-urgent illnesses or injuries.

## BeWell Resources

- Free health screenings and preventive exams
- Pharmacy discount program for chronic conditions
- Flu shots
- On-site primary care health centers and pharmacies
- Subsidized healthy menu items
- On-site fitness centers
- On-site weight management programs and nutritional counseling
- Wellness activity challenges
- Healthy activity trackers
- Subsidized memberships with WW (formerly Weight Watchers®)
- Healthy lifestyle coaching
- Online health resources to manage stress, anxiety, depression, and substance abuse
- Live virtual care from licensed psychiatrists and counselors
- Care management nurses

## Employee Assistance

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

## Child and Family Care

Life is full of surprises and unexpected challenges, and our associates may require last-minute child or family care. When regular care plans are not available, Capital One offers all associates reliable dependent care benefits.

## Educational Assistance

We support associates who want to further their education as part of their Capital One career development. Our Educational Assistance Program provides associates with an annual budget to use for tuition, books, and eligible fees at accredited institutions.

## Helping Associates Succeed Financially

We help 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 (for both health care and dependent care) to ensure our associates can support the health and welfare of their families and feel secure in their finances.



# Associate Impact

## Pro-Bono and Skills-Based Volunteerism

Capital One's commitment to community is – like our company – a little bit different. We combine traditional monetary philanthropy with the most critical asset we have: our people. Capital One associates contribute to impacting their communities in unique and powerful ways, channeling their best-in-class talent and partnering with key nonprofit organizations to address broad social challenges at the individual level. Helping seniors file for tax refunds. Teaching young people to code. Providing resume expertise to people

entering the workforce. Our associates share their time and talents to make a difference where they live and work.

In 2018, one out of every five Capital One associates reported engaging in pro-bono or skills-based volunteerism, totaling nearly 90,000 hours. These efforts were possible because our leaders actively encourage and sponsor bold volunteer programs that connect the unique skills of our associates with the unique needs of our communities. In doing so, we encourage our associates to build lasting change while giving them the chance to build themselves – through leadership, new skills, challenges, and fresh perspectives.



***“When our associates bring their insights and talents to help solve community problems, that’s when the magic happens. Community organizations get access to best-in-class expertise, our associates are challenged in new ways, our company is enhanced, and most importantly, our communities thrive.”***

**- Catherine Foca**, Vice President, Community Affairs



The **Brand Pro Bono** program encourages Capital One associates to lend their marketing and brand expertise to our nonprofit community partners. Volunteers provide insights, expertise, and advice to community organizations about brand and marketing needs while helping build portfolios and professional toolkits, taking on leadership roles, and expanding their professional networks.

The **ONE Design Pro Bono** program connects our Design team with local organizations to enable change through education, collaboration, and transformational design. ONE Design believes that by enabling nonprofits to implement real solutions we also effect positive change within our own Capital One community.

**Capital One Coders** inspires future software engineers. Each year, thousands of our associates join forces with middle schools to deliver a 10-week coding program in 10 cities across the country. Associates have volunteered 65,000 hours since the program's inception, including 11,000 hours in 2018 alone. Capital One volunteers teach students basic principles of software development and coding but also problem solving and teamwork in a fun and engaging environment. We expose participants to modern technology tools, and provide them with support and guidance that gives students the opportunity for further exploration and to continue working on what they have learned. More than 11,000 students have participated in Capital One Coders since 2014, and in 2018 90 percent of Capital One Coders students finished the program feeling they had the ability to learn computer science.



**Capital One's Legal Pro Bono** program delivers tremendous impact and we have scaled the program across five cities, and distinguished Capital One as a leader in the Legal Pro Bono community. The program has marquee partnerships including with the Justice League, Cancer Link, Drive to Work, and others.

**Capital One's HEART (Human Resources Employment Readiness Training)** initiative enables successful workforce transition for under-employed high school graduates and adults by providing career and interview readiness skills. Capital One's HR leaders are uniquely positioned to support leading workforce development organizations that focus on digital skills development. In partnership with local nonprofit

organizations, Capital One's volunteer activities include mock interviews, resume reviews, career panel discussions, LinkedIn training, and professional headshots for all participants. In 2018, 380 HR associates volunteered more than 2,600 hours in supporting more than 2,000 people. Among survey participants, 94 percent said they felt more prepared for their next interview after participating in the HEART program.

The **Communications Pro Bono Program** enlists associates on Capital One's Corporate Communications team to help nonprofit partners with their public relations and external communications strategies and execution. Volunteers share their experiences and expertise, and offer guidance on how participants can leverage communications channels to elevate storytelling, hone messaging, and harness PR/communications as a core part of their business strategy.



## Giving Seniors a Financial Boost

Ms. C is a 66-year-old disabled resident of Washington, D.C., and lives on a fixed income. When the rent for her apartment shot up nearly 40 percent, she began to fall behind on her bills.

Her story is not unique. Across the U.S., roughly 7.2 million people age 65 and older live in poverty. But through Capital One's partnership with Legal Counsel for the Elderly, some are getting a financial boost.

After contacting Legal Counsel for the Elderly, Ms. C was assigned to a clinic hosted by Capital One and a local D.C. law firm, where volunteer attorneys help seniors navigate the often confusing and complex process of applying for tax credits. Capital One volunteers assisted Ms. C in retrieving nearly \$1,800 in tax credits, allowing her to catch up on rent and bills, and put food on the table.

In the past two years, Capital One volunteers have helped more than 100 clients like Ms. C and have helped secure nearly \$77,000 in refunds for seniors in need.

"This program opened a new window for me," said Ms. C. "It allowed me to apply for a tax credit that I didn't even know I was missing – it was such a blessing."

# Community Impact

Capital One is deeply connected to the communities we serve. We build with and for the communities where our customers live, leveraging the strengths of our businesses and talents of our associates. We seek to provide opportunity for every individual to pursue financial freedom and to support their families and their neighborhoods.

Our philanthropic efforts focus on organizations that help today's workforce prepare for jobs of the future, aid small business owners in developing skills to grow their businesses, and assist people at all stages of life to be more secure with their financial health. We do that by ensuring they have the tools and resources to succeed in our ever-changing world. By combining the skill and passion of our associates with strategic investments in community-based



partnerships, we are making a difference in the lives of our customers and neighbors, today and in the future.

Capital One's partner organizations allow us to have greater reach by providing expertise and connectivity to the communities we serve. Together, we are able to maximize our energy and our investments to provide education and job training, financial education programs, small business development, and safe and affordable housing.

## Capital One Cafés: Coffee, Community, and Customer Focus

Across the country, Capital One Cafés engage with customers and our communities and showcase the meaning of "Banking Reimagined." The Cafés hum with local residents and community events, and our Café Ambassadors use the latest digital tools to help customers understand their money and position them to reach their financial goals.



***"What motivates us every day is that we have both the opportunity and responsibility to help our customers with their financial lives – to save them time, money, and to inspire a sense of optimism about their future. Our Cafés are the epicenter of that mindset, intentionally designed to empower people to feel more confident in their relationship with money. But Cafes are not solely a***

***place to get help with accounts or learn about new financial tools: they are also a convening space for the local community. When our communities are stronger, then our business is stronger, and it makes a big difference when we can all work together to make a positive impact."***

**- Jennifer Windbeck**, Managing Vice President, Capital One Cafés and Branches

## “My Life Is Forever Changed”



The simple question, “What’s going on?” helped change the life of a young Bostonian named Max. A daily patron at the Capital One Café in Boston, Max was a familiar face to our Capital One Café Ambassadors. One day, one of our ambassadors asked that simple question – “What’s going on?” – and heard a surprising answer. Max was homeless, living at a nearby shelter, and struggling with identity issues.

“There were a few times that I was just so overwhelmed and wanted to give up,” said Max. “[Café Ambassador] Danny always told me ‘No.’ He said, ‘Giving up is not an option.’”

After listening to Max’s struggles, Danny and his Café Ambassador colleagues rallied to help. They helped Max prepare for a job interview, took him shopping to buy professional clothes, and connected him to complimentary financial education workshops offered at the Boston Café.

“Anything can be done over a cup of coffee,” said Capital One Café Ambassador Danny Jimenez. “And I’m happy to have the resources of Capital One. It allows me to make a difference in helping someone get out of a situation like homelessness.”

Today, Max is employed, no longer homeless, and paying forward the kindness once imparted to him: He serves as a liaison between the City of Boston and the LGBTQ community across local public high schools. Max also works with various organizations around the city and serves as a keynote speaker at local conferences to bring more awareness to LGBTQ rights.

It started with Danny’s simple question: “What’s going on?”

But for Max? “My life is forever changed.”



## When Retirement Throws You a Curveball



Like many retirees, Roger and Maureen wanted to travel the world. Four years ago, things changed – Roger was diagnosed with Amyotrophic Lateral Sclerosis (ALS). Or so they thought.

“As time went on, four months elapsed and the doctors told us ‘We misdiagnosed you, you have something called IBM, Inclusion-Body Myositis,’” said Roger. “That was the happiest day of my life when they said, ‘Hey, you’re going to lose your arms and legs.’ It’s better than death.”

Instead of putting their retirement plans on hold, Roger and Maureen adapted their plans to work with, rather than against, Roger’s IBM diagnosis.



Throughout their retirement, the two have been regulars at the Capital One Café in Delray Beach, Fla., where they met Café Ambassador Amy Bumpus. The couple had been incubating a project idea designed to help others diagnosed with IBM to thrive. Through their daily conversations, Roger and Maureen learned that Amy was an artist, and asked her to create a logo for their project. She was also a friendly ear, providing advice when asked but often just listening to Roger and Maureen talk about their goals.

While Amy has since moved to Boulder, Colo., where she works at the local Capital One Café, she, Roger and Maureen continue to keep in touch and are planning a national parks tour together.

“I’ve been exploring outside-of-the-box ideas to help both Roger and Maureen explore the beauty of the parks in their own way,” says Amy, who understands that Roger’s rapidly progressing condition means he may soon need a wheelchair to get around. “Roger sees every new concession as a means to find another way to stay active and still participate. He loves life so much that he is not willing to give up.”

What began as a professional relationship, with Amy helping Roger and Maureen shape their vision for supporting others with IBM, has since blossomed into a friendship that feels like kinship. Said Roger, “Amy now is part of the family and I treat her like my sister.”

## Safe Horizon: For Domestic Violence Survivors, a Path Toward Empowerment

For individuals and families in crisis, the impact of abuse can manifest in many ways. Safe Horizon, the largest victim services nonprofit organization in the United States, sees the complex reality firsthand.

In its New York City domestic violence shelters, 33 percent of clients report having no annual income. To compound the situation, abusers often destroy victims' credit, prevent them from obtaining higher education, bar them from seeking or keeping work, and deny them access to household finances.

In a recent survey, more than 92 percent of shelter resident respondents reported having experienced these types of challenges.

Safe Horizon recognizes the importance of financial independence for the survivors it serves. In recognition of this need, it launched the Financial Education and Empowerment Development (FEED) Program. The FEED Program couples a trauma-informed financial well-being curriculum with workforce development partnerships to support skills building and job placement.



***“As a member of Safe Horizon’s Board of Directors, I have seen firsthand Safe Horizon’s commitment to serving victims. Every day, someone in our city is affected by violence. And, every day, Safe Horizon is here to help these victims.”***

**- Mike Slocum**, President, Commercial Banking, Executive Officer



With Capital One’s support, Safe Horizon began implementing the FEED program in six emergency shelters, where domestic violence survivors can stay for up to 180 days immediately following leaving a violent relationship.

Capital One’s relationship with Safe Horizon goes beyond support of the FEED program. Mike Slocum, President of Commercial Banking, has been a member of the board since 2009 and currently serves as its Chair. Capital One associates also teach client-facing counselors how to help clients understand and build credit and how to open up a bank account in their own name. Given that Safe Horizon touches more than a quarter of a million lives every year, Capital One recognizes the importance of offering broad support and partnership.

# INGENUITY

ALWAYS A BETTER WAY



At Capital One, we know there is always a better way. Since our founding, Capital One has brought ingenuity to an industry in need of change. Ingenuity is at the heart of our talent model, how we use data and analytics, and how we harness the incredible power of modern technology.

Ingenuity is about more than just transforming industries. It's about improving our communities and the lives of our customers. This commitment starts with customer-centric, data-driven, tech-enabled experiences and extends to all we do, including our efforts to partner with forward-looking organizations that share our passion for analytical rigor and innovation.



**Through our Future Edge community grants, we are investing \$150 million over five years to help more people gain the skills they need to succeed in a digital world. Future Edge focuses on three specific areas of opportunity:**



### **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 lives and future

# Innovation

Technology continues to transform our economy, our society, and our communities. The digital revolution is creating opportunities and challenges. As Capital One transforms who we are and what we do, we believe our communities must share in that journey. A highly skilled workforce will power the innovation economy and is critical to the future success of our country. Through programs like Capital One Coders, our associates are donating their time and expertise to spark the passions of the workforce of the future.



## Training the Technologists of Tomorrow

What's the best age to learn to code? One recent analysis found that nearly half of jobs in the top salary quartile require some coding skills, so it's never too early. And yet fewer than half of all K-12 schools in the U.S. teach coding, leaving today's learners unprepared to join tomorrow's workforce.

That's why Capital One launched Coders, an initiative that teaches middle school students about problem solving, teamwork and the basic principles of software development, with the goal of inspiring more children to someday choose careers in Science, Technology, Engineering and Math (STEM).

Tenth grader Alexandra Wright attended several Capital One Coders events while still in middle school. This experience kindled her passion for math, science and technology, and influenced her decision to attend CodeRVA Regional High School, a tech focused magnet school in the Richmond area that partners with Capital One.

Wright, who is pursuing a computer engineering program at CodeRVA, recently secured a mentorship opportunity within Virginia Commonwealth University's (VCU) Department of Electrical and Computer Engineering. In the VCU lab, Wright has applied her engineering skills in exploring the development of sensory devices for monitoring the temperatures of sick babies. She also continues to pay it forward, attending Coders events as a booster for the next generation of program participants.

"Over the past two years, I have really enjoyed speaking at Capital One Coders events on behalf of my school," said Wright. "Looking at the younger kids' eager faces reminds me of myself."

Since the program's inception, more than 4,000 Capital One associates have volunteered their time to teach over 11,000 middle school students about coding and technology. Rachel Partridge, a software engineer at Capital One and a regular Coders volunteer, enjoys showing students how coding can be applied in the real world: "I show them that coding is just a tool to be creative and collaborate with others."



We're innovating across our talent, technology, tools and work spaces. We are focused on building a more diverse tech talent pool that encourages greater inclusion of women, blacks, Hispanics/Latinx and other underrepresented groups. As we make advancements in deploying machine learning and artificial intelligence, we are working to promote empathy and eliminate bias in a rapidly evolving field.

With products like Eno, our gender neutral digital assistant, we are demonstrating our commitment to the fair and ethical application of emerging technologies. And we are always looking for new ways to be a convening force in our communities, bringing problem solvers together to collaborate and innovate, as we do with our 1717 Innovation Center in Richmond, Va.



***“Technology is in our DNA at Capital One, and our ability to continue to attract and retain world-class engineering talent is core to our mission. We have hired thousands of engineers, designers, data scientists and machine learning experts, and we want to ensure that we create an environment where their talent, creativity and innovation can flourish. We maintain a relentless focus on ensuring that both our company and***

*the communities where we operate provide a diverse, cutting edge and inclusive environment that is a magnet for top talent. We also work in close partnership with local community and business leaders, leading colleges and universities, and K-12 schools to empower the next generation of technology leaders and prepare our communities for future economic success.”*

**- Rob Alexander**, Chief Information Officer, Executive Officer

## Making Math Beautiful

Tamaya Crainsth is using an unexpected tool to create art: brain waves, not brushes. After putting on headsets, Tamaya and her fifth-grade peers used Braintone Art, a technology that translates human brainwaves into digital studio art, to produce abstract images and symmetrical on-screen inkblots, like when paint is dropped on a piece of paper and then folded in half.



Capital One's Math Corps partnership teaches program participants like Tamaya how to pursue their passions in an ever-evolving digital world. "It's about all the different aspects of technology," said Hilary Jackson, Chief Innovation Officer for Capital One's Financial Services division. "What you can create, versus just how technology can help you do things better and faster."

After seven years of focusing on traditional STEM applications, the program evolved to include visual arts (expanding STEM to STEAM), with the goal of highlighting the myriad ways math and technology can be applied to create art. The Braintone Art sessions carried the bonus of emphasizing focus and concentration by showing students what they can accomplish when they channel their brain power – quite literally – to create something new.

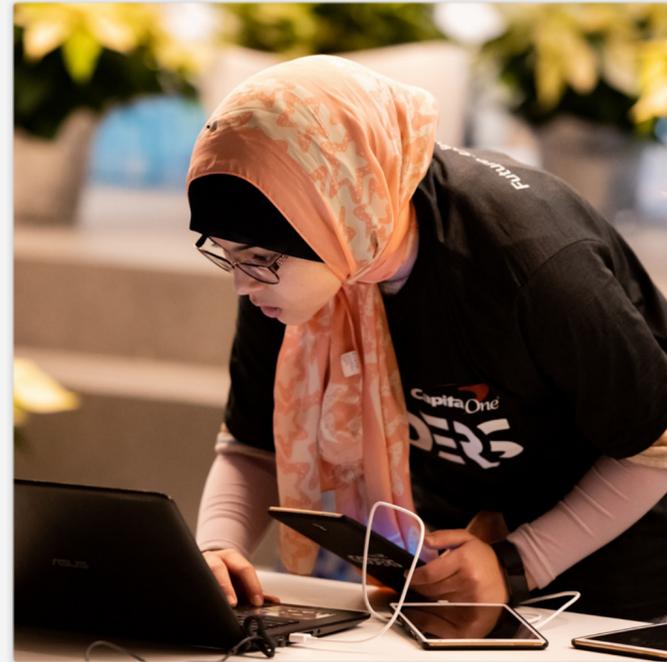
"When I get distracted, I feel frustrated, but the Braintone Art activity showed me how to clear my mind so I can understand, focus, stay motivated and be happy," said Tamaya.

## Diversity in Tech

Many of today's best paying jobs are in the fields of technology, yet women and people of color continue to be underrepresented in those roles. The most diverse companies today will be the most successful tomorrow, and yet the technology industry still largely fails to reflect the diversity of the world around us. Furthermore, diverse teams are critical to creating products and experiences that harness technology and truly "think like us" and "speak to us." Bridging the technology diversity gap is clearly good business. But it's also about doing the right thing for our communities as we work to ensure more people can both benefit from and contribute to the digital economy.

In early 2015, Capital One launched Women in Tech (WIT), an internal program to elevate our focus on and support of women working in technology. WIT began with two software engineers, Kaylyn Gibilterra and Katie Thompson, speaking with technology executive Julie Elberfeld about what they were reading and what they were hearing from friends about the declining representation of women in the technology industry. They had some ideas about how to prevent these external trends from taking hold at Capital One.

At its core, WIT aims to support an inclusive environment that is both accepting and welcoming to women technologists of all backgrounds. Since its 2015 launch, the program has grown to include nine chapters offering support and development resources



like mentoring, speaker training, skill building, community partner work and leadership training.

In the last five years, WIT has extended its reach beyond Capital One's walls to focus on nurturing the next generation of diverse innovators and technologists. WIT brings Capital One associates together to foster an early love of technology in girls of all races and backgrounds, with programs designed to improve the representation of women in the technology field and supporting the career development of young women in tech roles. We do this through initiatives like Capital One Coders, where associates volunteer their time to help train and mentor budding technologists. We partner with leading organizations like 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, the world's largest gathering of women technologists. We have continued to provide signature sponsorship for the event and support a new generation of women technologists who have opportunities to connect with and learn from industry leaders. Hundreds of Capital One associates attend each year to enhance their skills and be inspired by other women excelling in technology.

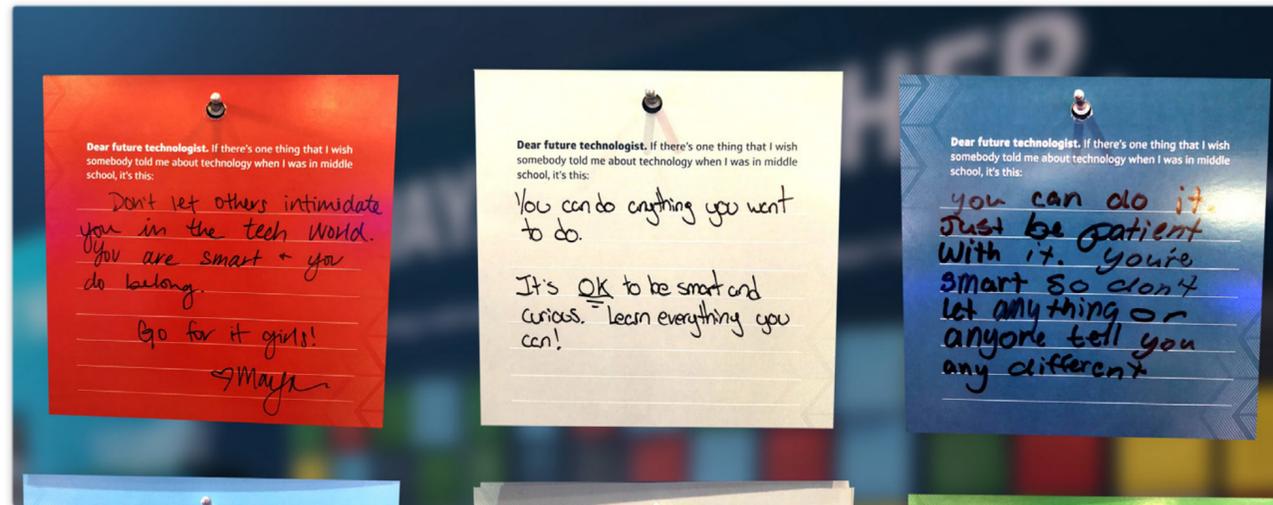
WIT is just one example of our commitment to promoting equal representation in tech. In our business, we are working to increase the diversity of

our tech talent pool to include more underrepresented groups, including blacks and Hispanics/LatinX. To advance our efforts, we've built on the success of WIT to launch Blacks in Tech (BIT) and Hispanics in Tech (HIT). With the support of leaders across the company and within the Voices and ¡Hola! Business Resource Groups, these initiatives seek to increase opportunities for blacks and Hispanics/LatinX in tech roles through efforts to drive greater engagement and awareness.



***"Building a truly diverse technology workforce is not just a cultural imperative, but a societal necessity that is ultimately good for business. With the future so dependent on innovative teams building digital and machine-learning solutions, we are investing in local and national initiatives that support those currently underrepresented at all levels of tech, including women and men of color."***

**- Julie Elberfeld**, Senior Vice President, Shared Technology and Executive Sponsor of Diversity and Inclusion for Technology



## “If You Want to Create Magic, Learn to Code”

*“Dear future technologist: If there’s one thing that I wish somebody told me about technology when I was in middle school, it’s this...”*

That simple prompt sparked a rainbow of inspiration, as attendees stopping by the Capital One booth at this year’s Grace Hopper Celebration of Women in Computing used colorful post-it notes to craft messages of support for middle school students learning to code. As part of the Coders program, Capital One sponsors the Grace Hopper event every year. The brightly colored cards gave attendees an opportunity to show young girls that they can be the future face of technology. Hundreds of cards were filled out and delivered to Capital One Coders participants across the country.

“Technology is about more than tech. Technology enables and empowers medicine, finance, science, art and more,” read one letter. “If you want to create magic, learn to code...it’s like having a magic wand to create your own little world of dreams,” read another.

After receiving these cards, our Fall 2018 Coders graduates passed along their own positive advice to the next class of Coders students, continuing the chain of inspiration and encouragement.

## One Scholarship, Countless Opportunities

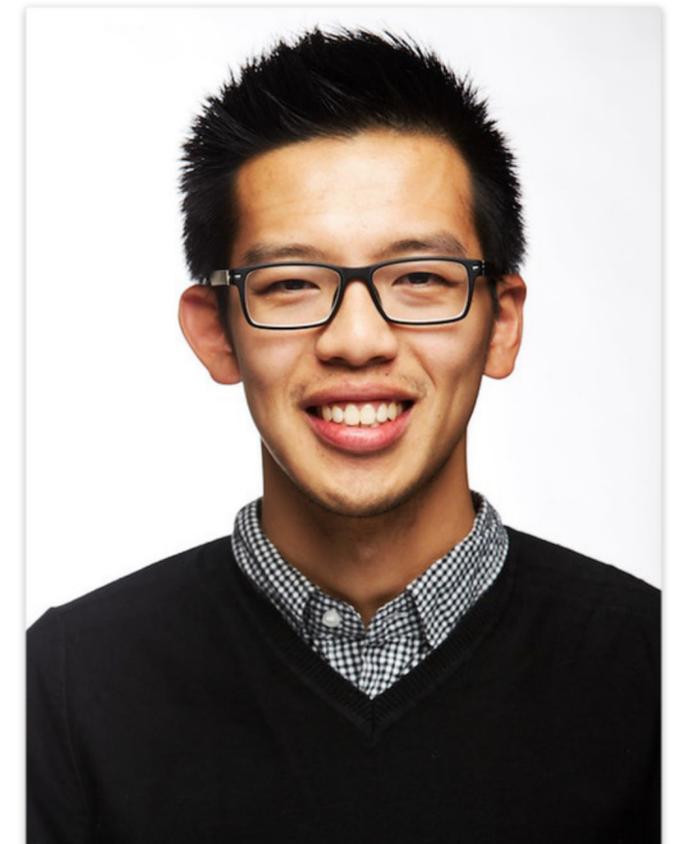
Like many eighth graders, Steven Kwan wasn’t sure what he wanted to be when he grew up, but he did know he’d have to start saving for college. Kwan’s parents, first-generation immigrants from China, had always stressed the importance of education.

So, when Kwan learned that the nonprofit [Technology Access Foundation \(TAF\)](#) was offering \$1,000 scholarships for successful completion of each year of its Technical Teens Internship Program (TTIP), a high school STEM program, he immediately applied. That decision led to a scholarship and a relationship with an organization that shaped his career.

Capital One partners with TAF to support efforts like TTIP, in addition to hosting interns and providing volunteers for programs including student STEM expos. Capital One has even helped build a robotics and engineering lab for the TAF team.

Today, Kwan is a graduate of the University of Washington, a software engineer at a major tech company, and an advocate for more diverse representation in the tech industry. And Kwan recently became a member of TAF’s Board of Directors, bringing his experience full circle.

“TAF has given me skills to be a very good advocate for myself,” he said. “I’ve realized that I also have to advocate for other people as well if I want to see changes happen.”



## How a Former Filmmaker Brings Humor and Empathy to Artificial Intelligence

Empathy and humor are classic traits in animated characters, but can they really translate to technology? Ask Capital One's Head of Conversational AI, Audra Koklys Plummer, and she will tell you, "Yes – yes, they can."



When Koklys Plummer was first thinking about ways to bring Eno to life, Capital One's intelligent assistant, she drew on her experience creating fictional characters at The Walt Disney Co.'s Pixar Animation Studios and DreamWorks.

"I was convinced that we could create a connection on an emotional level that we haven't seen before in conversational AI," said Koklys Plummer, who had worked on animated features like "Ratatouille" and "Shrek" before joining Capital One in 2016.

She and her team designed Eno to be gender-neutral, with a witty personality and even its own likes and dislikes. These features are all designed to make banking more people-centered, intuitive, and convenient, while solving customers' problems more seamlessly. The decision to buck the tech industry trend of creating gendered digital assistants – virtually all of which are female – was also deliberate, as a means of avoiding unintended biases that could distract from the customer experience.

"I felt strongly about challenging the industry trend of choosing female characters in voice and name. That was important to me, and I quickly found that it was important to a lot of others at Capital One," said Koklys Plummer. "It also freed us as designers, so that we didn't have to worry about evoking any biases and could instead focus solely on the customer relationship."



## Gift the Code: Hacking for a Cause in Canada

Since 2016, Capital One Canada's annual "Gift the Code Hackathon" has had a simple purpose: help the Toronto community by bridging the tech gap facing local charities and nonprofits. In one intensive weekend, coders, developers, data scientists, designers, academics and advocates come together to solve problems and crowdsource innovation.



*"Capital One is proud to partner with nonprofits like Lighthouse Labs and Startup Virginia to provide a hub for startups at the 1717 Innovation Center. **Together, we've ignited the Richmond innovation ecosystem and are making a meaningful impact in the community.** We know that when small businesses start and thrive here, they create jobs, strengthen the local economy, and attract talent and investors. The ripple effects show up in stronger communities, better schools, increased support for nonprofits, a vibrant culture and so much more. We're excited to see 1717's impact grow in the year ahead as we partner across the corporate community to build upon our momentum."*

**- Mike Wassmer**, President, U.S. Card, Executive Officer

## 1717 Innovation Center Richmond, Va.

When Capital One first started exploring the idea of making a different kind of investment in Richmond, Va., it began with a single guiding principle: meet the true needs of the community, rather than try to force a solution that looks good on paper. This meant listening more than talking, gaining a better understanding of the city's challenges and opportunities, and letting the entrepreneurial spirit of the community take the lead.

Through empathy interviews, Capital One uncovered a recurring need for building connections between local startups, mentors, investors, knowledge workers and community organizations. These learnings guided the decision to build the 1717 Innovation Center (1717) in downtown Richmond, which opened in 2018.

Located in the heart of Richmond, 1717 is a hub for resources focused on supporting entrepreneurs and community organizations. It provides a central space for community partners to learn and connect, serves as an accelerator for ideas to flourish and grow and offers programming and skills-based volunteerism opportunities for Capital One associates.

These qualities made 1717 an attractive new home for RVATech, a local Richmond technology council. When they

decided to move their operations into 1717, RVATech cited the desire to be “just as creative, disruptive and innovative as our technology members. We felt it was only appropriate that the space where we hatched new member value fostered the same type of thinking, collaboration and creativity that our partners use to drive their own business value.”

RVATech also found a huge opportunity to learn and grow at 1717, where “business collisions happen throughout the day, either with startups, other nonprofits, mentors from enterprise companies, college faculty or Richmond VIPs.”

Since the 1717 site opened in March 2018, it has become an important fixture for local entrepreneurs and partners, both of whom benefit from the space, resources and connections that 1717 offers:



Over 70 startups call 1717 home through their membership with Startup Virginia, a nonprofit incubator based in 1717



Richmond-area community organizations hosted nearly 1,000 meetings, at no cost to them, attracting more than 20,000 visitors to 1717 and to downtown Richmond



Lighthouse Labs operates their nationally recognized accelerator program out of 1717

In the years ahead, 1717 will continue to build programming and offer services that meet the needs of local entrepreneurs and the community.

“1717 tells a critical story of how a company like Capital One, with incredible talent and a culture of purposeful innovation, can support the growth of a thriving entrepreneurial ecosystem,” said Rasheeda Creighton, Executive Director, 1717 Innovation Center. “1717 is about a city coming together to make an impact on our business community, our philanthropic community and the residents across the city.”



# Reexamining Affordable Housing

## A Problem Far from Solved

Across the United States, housing affordability has become one of our biggest societal challenges. A 2018 study by the Pew Charitable Trusts showed that 38 percent of U.S. renter households are rent-burdened, meaning they are spending over 30 percent of their income on housing. That figure represents an almost 20 percent jump in rent-burdened households since 2001. Pair that with the fact that rent increases have been directly tied to rising homelessness rates in hundreds of cities across the U.S., and one thing becomes very clear: America has a housing affordability crisis and creative solutions are needed to ease the burden.

When Capital One measures its social impact, we often think about our effect on people's economic futures, how we care for our customers and associates, and our stewardship of natural resources and the environment. But at a time when more and more families are being priced out of safe housing options, we must also ask how can we marshal Capital One's collective ingenuity and resources to create more affordable housing options across America.

One thing we know for sure: we can't do it alone. Over the years we've had the privilege of working closely with a number of creative leaders and innovative public programs focused on affordable housing, partners who have given us the confidence to grow programs to lend and invest in quality, affordable living solutions across the U.S. Since inception, Capital One has helped create roughly 100,000 units of affordable housing.

## An Innovative Approach

Like so much of our most rewarding work, many of our best partnerships began with a tough but simple problem. Across the U.S., millions of families define themselves as "grandfamilies," where older adults are raising grandchildren or other younger relatives. In Washington, D.C., alone, over 1,000 families define themselves this way.

And yet by current law, children are only allowed to live in public housing when they are living with a parent. Grandparents raising children – often on a severely limited income – do not qualify for many forms of subsidized housing. A solution was needed to help grandparents raise kids in safe and affordable housing.

Mission First, a nonprofit housing developer in Philadelphia, Pa., and Washington, D.C., had a vision for making this possible, and we were honored and excited to have the opportunity to help advance that vision. Recognizing the need for a creative financing structure, Ed Delany, our lead affordable housing expert in the Mid-Atlantic, considered a number of creative options. In the end, Capital One provided a \$7.5 million construction loan and purchased \$35.5 million in Low-Income Housing Tax Credits (LIHTCs) to help make the development of Plaza West possible. The tax credits were funded through Enterprise Community Partners, and Capital One provided an additional \$200,000 grant to help fund on-site support services for residents. You can read more about Plaza West on [page 56](#).

Before Plaza West, a project of its kind had never been done in the D.C. area. But when things aren't working – as they weren't for local grandfamilies – innovation is your only option. And what did we learn? We learned that we want to do it again. And hopefully we can do it a bit better each time. Can we increase the sense of community among the families on this journey? How can new educational tools or technology enhance their experience? We see a lot of room here to innovate, and after seeing and hearing the stories of Plaza West's grandfamilies, we are motivated to keep pushing forward.



***“Every day, Capital One works with community stakeholders, officials at all levels of government, and other stakeholders to address the impact that a lack of affordable housing has on families throughout the United States. Though the problem may seem insurmountable at times, through advocacy, public/private partnerships, and the testing of new and innovative ideas, I’m proud that we’re delivering positive, equitable community impact.”***

- **Desiree Francis**, Vice President, Community Finance

## The Power of Specialization

It's amazing how one day's innovation becomes tomorrow's specialization.

Capital One has been investing in affordable housing developments for veterans since 2011. It initially took some effort to identify the right approach and financing structure, particularly as we worked to familiarize ourselves with the unique programs in place for veterans and their housing needs. Recognizing that housing is often only one part of the picture, we wanted to understand what kind of support networks and resources were needed to help veterans thrive once they have secured access to affordable housing. So far, Capital One has been involved in 11 different affordable housing developments that have created specific opportunities for former service members.

As Capital One grows, our mission grows. Increasingly we see that our capital and expertise can make a difference when it is deployed with ingenuity and humanity. The National Low-Income Housing Coalition estimates there is a national shortage of seven million affordable rentals for low-income people. Counting those who are somewhat better off but still struggling, that shortage grows to 35 million.

There is still much work ahead, both nationally and in the communities where our associates live and work. But we are energized by the opportunity and humbled by the impact Capital One can help deliver.

## A New Home for “Grandfamilies” – Innovative D.C. Housing Combines Wisdom and Youth

Tonya Carter and her granddaughter Akira were among the first residents to move into Plaza West, a unique affordable housing development in Washington, D.C.'s Mount Vernon Triangle neighborhood. Of the 223 units at Plaza West, 50 are set aside for “grandfamilies” – older adults raising grandchildren or other young relatives.

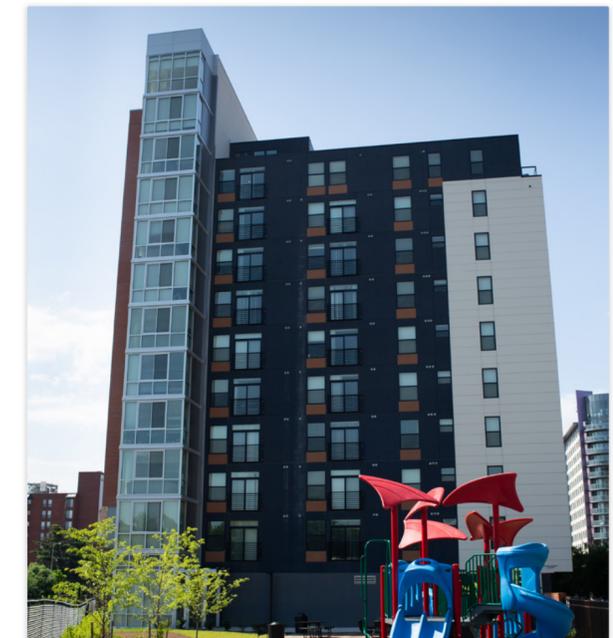
According to the U.S. Census, as of 2017 there were 2.6 million grandparents raising their grandchildren in the United States. This phenomenon isn't new, but what is new is the late realization that providing housing to accommodate families like Tonya's is challenging. Plaza West is the first grandfamilies development in D.C. and one of only a handful of such developments in the U.S.

“It's like a dream come true,” Carter, 58, says. “I was the second family to move in and I've been here on the 11th floor since August.” She loves the apartment and amenities, but much of what she loves involves safety and community. Akira, 11, can walk around the neighborhood without her grandmother worrying about her safety. And there are support services and events at Plaza West that both enjoy.

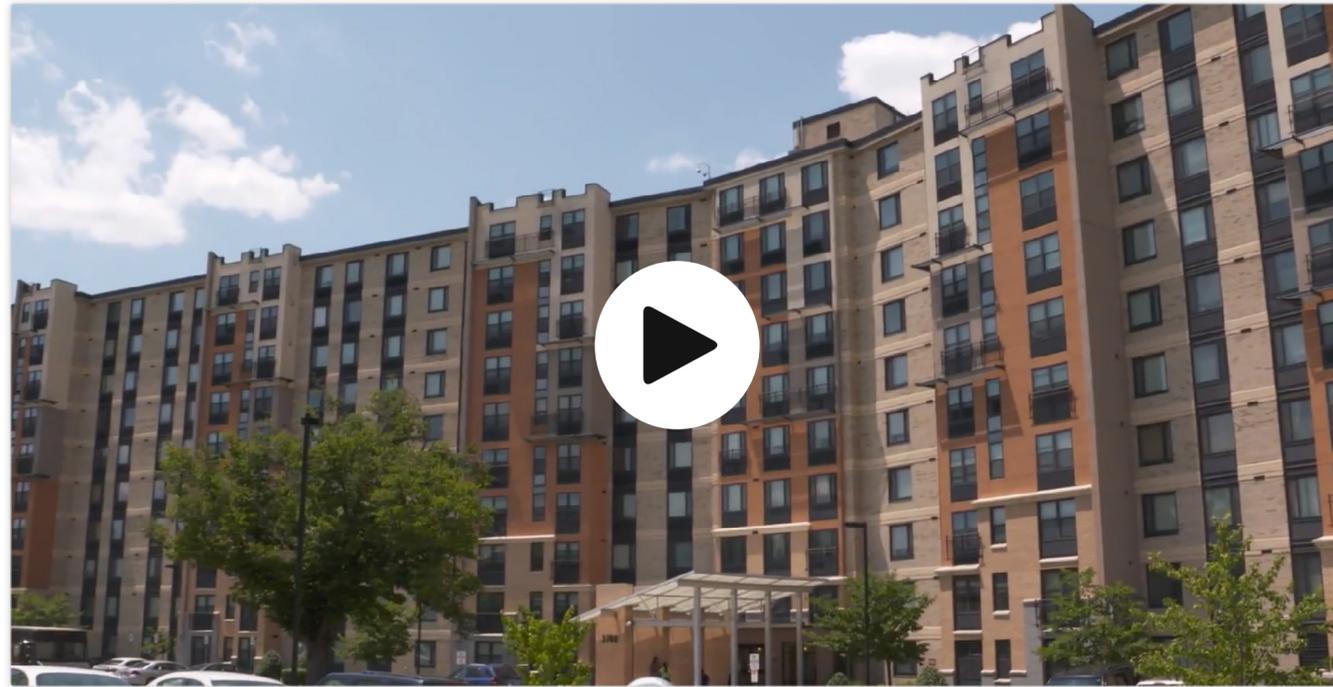
“It just doesn't stop with shelter,” says Jamarl Clark, the Grandfamily Community Life Program Manager at Plaza West, who names wisdom as the top benefit older adults bring to raising kids. Clark describes providing residents with support for trauma and twice-weekly tutoring. Additionally, Howard University's School of Social Work now hosts a grandfamilies support group at Plaza West.

Plaza West was completed in 2018 by Mission First Housing Group in partnership with Golden Rule Plaza Inc. In addition to financing the construction loan and purchasing Low-Income Housing Tax Credits to make the development possible, Capital One also left in place a \$200,000 social purpose grant, which is helping to pay for on-site support services for residents.

“I feel very supported,” says Carter, who has full custody of Akira. “Without this place, I probably would have been working three jobs just to live somewhere that was safe.”



## D.C.'s New Makerspace Is a Dream Come True



At The Overlook at Oxon Run, an affordable housing community in Washington, D.C.'s Ward 8, Capital One and its development partner brought a "Makerspace" to the community at no cost to residents. Makerspaces are workshops where communities can come together through art, crafts and technology with the goal of turning ideas or skills into inventions.

"We are always looking for a way that we can take the real estate developments we invest in all around the country...and make them more than just a place to live," says Laura Bailey, Senior Vice President, Community Finance and Community Affairs.

Designed to bring together residents of all ages, the Capital One Makerspace has three active rooms, each complete with state-of-the-art machinery used for making art, clothing, costumes, masks and more. The equipment includes Windows Studio Pro desktops and laptops, a Smart Board, 3-D printers, woodworking tools, laser engravers, 3-D carvers, a vinyl cutter and a heating press.

"It's a blessing," said one senior citizen resident. "The children can see what the older people are doing and they can come and join us."



## For a Veteran Who Lost Everything, A New Home Offers New Beginnings



Brian Olesen has safe, stable housing today – in an apartment that he calls “unbelievable.” But it hasn’t always been that way for this formerly homeless veteran.

For Olesen, like so many others who have struggled with homelessness, losing nearly everything was less of a sudden explosion and more like a “drip, drip, drip.” He served as a rescue medic in the U.S. Air Force from 1976 to 1984 and was a former gymnast, springboard diver and trick water skier. In the military, he rescued countless others. Out of the military, he found it hard to save himself, as he tried to navigate the many obstacles of his civilian life.

Today, at 62, Olesen is proof that veterans’ homelessness is a problem that can be overcome. He lives in a fully furnished studio apartment at Karis Village, an 88-unit community in Goulds, Fla., in Miami-Dade County, which opened in March 2018. Half of its apartments were set aside for at-risk veterans transitioning from homelessness.

Karis Village was developed by Carrfour Supportive Housing, with the help of an \$8 million construction loan and \$25 million in Low-Income Housing Tax Credits (LIHTC) purchased by Capital One. “Our intent when we were designing Karis Village was to really focus on the homeless vets in our community,” said Carrfour’s President and CEO Stephanie Berman-Eisenberg. “We’ve prioritized vets the past few years in order to help end veterans’ homelessness here in South Florida.”

Olesen became homeless in 2013 after hip replacement surgery left him unable to work, but he had struggled for some time. A divorced father, Olesen spent ten years sleeping on air mattresses and staying with friends. “I couldn’t afford my car, my apartment, and my child support – so I paid the child support,” he explained.

After his hip replacement, several evictions and the repossession of his car followed. He became homeless and struggled with alcohol addiction. Operation Sacred Trust, a Florida-based organization that works to improve housing stability for low-income veteran families, helped get Olesen into a transitional housing facility called Keystone Halls, where he lived for nearly a year.

Olesen’s story is a familiar one to Berman-Eisenberg. “Being able to come back [from military service] and resume your normal life is challenging,” she said. “Mental illness, physical disabilities...older vets, when they came back decades ago, none of these challenges were addressed. A lot of those unaddressed issues surfaced later.”

To help blunt the impact of these challenges, Capital One augmented its construction loan and LIHTC purchase with a \$250,000 social purpose grant to Karis Village. Distributed over a ten-year period, funds support services designed to keep residents like Olesen healthy, active and in their new homes. For Olesen, the services he has most accessed take the form of counseling to help him navigate systems at Karis Village and the

U.S. Department of Veterans Affairs (VA). He also relies upon a full-time building manager that the Capital One grant makes possible.

At Karis Village, he feels he has the support that he needs. He describes the apartment itself in terms that frame it as transformational.

While the challenges associated with building affordable housing and successfully housing veterans can be daunting and complex, Olesen serves as proof that Capital One can make a difference.

“Karis Village saved me,” he said. “The whole point of the building is support. Anything I need, it is taken care of. Capital One gave a safe place for 88 people who would have been on the street.”



## Giving Historic Buildings a Second Lease on Life

Though affordable housing projects that prioritize adaptive reuse are often complex and require creativity from all those involved in the development process, restoring a beloved building to new life can invigorate an entire community. It can also positively impact the lives of residents who live there.

According to an MIT Center for Real Estate report commissioned by Capital One, entitled “Real Trends: The Future of Real Estate in the United States,” adaptive reuse offers a number of benefits as part of a broader strategy for affordable housing. Buildings selected as

adaptive reuse projects are often located near a city’s core and thus offer access to urban infrastructure, public transportation and employment opportunities. There’s also a lower environmental impact when one chooses to retrofit an existing building versus building a new one.

With these learnings in hand, Capital One’s Community Finance team has prioritized finding new life in old buildings in urban centers across the country. This is an impactful way to help combat the country’s affordable housing crisis and increase real estate conservation.



### Converting an Old School into Affordable Urban Housing

Opened in 1891, Baltimore’s Columbus School was considered the best school in Baltimore during its heyday. Though it was placed on the National Register of Historic Places in 1979, the school struggled to find a new role after it closed in the early 1970s. A conversion to apartments failed, and by 2000, the once-vibrant building was abandoned.

In 2012, The Woda Group announced plans to convert the building into affordable housing units and to support the project, Capital One purchased \$12.3M in low-income housing and historical tax credits. In 2014, the Columbus School Apartments opened. The apartments provide excellent access to jobs and Baltimore authorities have credited the reopening as an important piece of the city’s renewal strategy for the North Avenue corridor.

To apply this solution more broadly to Baltimore, our Community Finance team applied the same adaptive reuse practices on an abandoned 1920s police station in the Fells Point neighborhood, another way to honor old architecture with new approaches to conservation and investment.

### From Historic Naval Barracks to Vibrant Mixed-Use Community

The Sand Point Naval Air Station in Seattle supported nearly 8,000 civilian and military personnel during WWII. Flight operations ceased in the 1970s and the 240,000-square-foot Building 9, which was primarily used as a barracks, was given to the U.S. Department of Education before being sold to the state of Washington.

In 2014, Mercy Housing Northwest entered into an agreement with the state to convert the structure into 148 affordable apartments as part of a larger redevelopment effort underway in Magnuson Park, which also includes 106 new units for homeless families, an art gallery, an events space and a community center.

This adaptive reuse project has worked to move Seattle’s vision for a community at Magnuson Park closer to realization.

# Environment

We recognize that climate change is real and if current trends continue the environmental and social impacts will be severe. Capital One's greenhouse gas reduction goals and commitment to 100 percent renewable energy are ways that we are reducing our environmental footprint. We are committed to continuously improving the sustainability of our business, reducing the impact of our operations and supporting sustainability initiatives in our communities. While we have made progress in our sustainability journey and regularly evaluate that progress, we will evolve our goals and strategies as our business changes and grows.

## Supporting Renewable Energy

Harnessing renewable energy is a critical tool in the fight against climate change. Capital One has been a member of the Environmental Protection Agency (EPA) Green Power Partnership since 2010. Beginning in 2017, we committed to 100 percent renewable energy and achieved our goal through the purchase of renewable energy certificates (RECs). In 2018, we purchased about 400,000 RECs to meet 100 percent of our electrical consumption.

In addition to RECs, we are working to secure additional methods of energy conservation to our portfolio, including on-site renewable generation. In 2018, our first on-site solar project was installed at a new location in Richmond, Va.



In 2018, Capital One installed our first on-site rooftop solar system at the 1717 Innovation Center in Richmond, Va.

## Capital One Joins RE100

In 2018, Capital One joined over 100 of the world's most influential companies and became a member of RE100, a global initiative that unites businesses that are committed to 100 percent renewable electricity, working to massively increase demand for – and delivery of – renewable energy.

### Renewable Energy Finance



\$7 billion invested

Since 2015, Capital One has invested over **\$7 billion** in environmentally responsible projects through our renewable energy, multi-family green financing, and not-for-profit banking businesses.



1,200 megawatts

Capital One's Commercial Bank renewable energy investments team has invested over half a billion dollars to finance over **1,200 megawatts of solar and wind projects** since 2015.



\$6.5 billion financed

Capital One has financed **more than \$6.5 billion** in environmentally sustainable multi-family housing projects since 2016.

## Investing in Green Building

Another way Capital One can be a responsible steward of the environment is by building and operating energy-efficient and sustainable work spaces. Capital One has about 10 million square feet of office space in our real estate portfolio, which makes large and incremental changes to the energy efficiency of our facilities an important area of leverage and environmental impact.

We have made considerable investments in green buildings, and have already achieved LEED or Green Globe certification for approximately 60 percent of our office portfolio. As we look forward, we have made a commitment to pursue U.S. Green Building Council LEED Silver or higher certification for all new Capital One office construction and comprehensive renovation projects.



***“We are committed to doing our part to limit our environmental impact. We’ve made great strides across the company, with LEED Certified buildings, 100 percent renewable energy use, emissions offsets and reductions in waste. But this is an ongoing journey. We recognize that advancing positive environmental change and sustainability requires relentless engagement, investment, collaboration and forward-thinking, and we are working every day to be a part of the solution.”***

- **Scott Blackley**, Chief Financial Officer, Executive Officer

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.

With large associate operations across the U.S., as well as in Canada, the U.K., India, and the Philippines, Capital One understands the importance of reducing our environmental impact in our people centers. We have completed LED lighting and HVAC upgrade projects in numerous offices and bank branches. LED lighting and WaterSense products are now standard requirements for all our facilities. Along with pursuing renewable energy sources and adhering to green building principles, Capital One has also implemented robust waste diversion programs within our largest campuses, and we continuously seek more comprehensive sustainable travel options for our associates.

## Reducing Greenhouse Gas Emissions

Capital One has set annual greenhouse gas (GHG) reduction goals for over a decade and we have met each commitment earlier than anticipated.



We met our absolute GHG reduction goal in 2016, four years ahead of target.

We continue to challenge ourselves to reduce greenhouse gas emissions and established two new reduction commitments in 2018:



Carbon Neutral for Scope 1\* and Scope 2 emissions,<sup>±</sup> as well as Scope 3 business travel emissions<sup>+</sup>

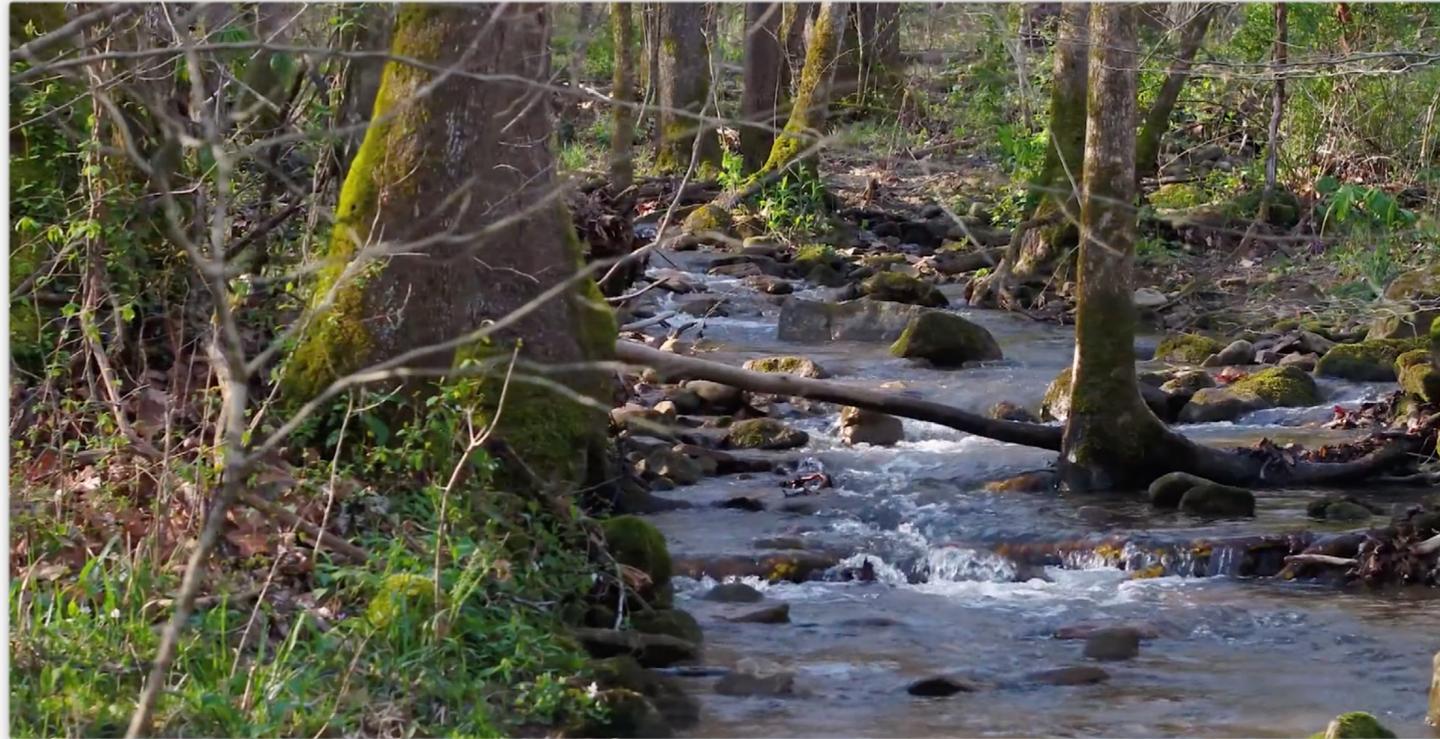
25 percent reduction of Scope 3 emissions<sup>+</sup> by 2025 (from a 2018 baseline)

Capital One inventories and verifies our GHG emissions through a reputable, independent third-party, with emissions reported annually to CDP.

**\*Scope 1 GHG** emissions are direct emissions from sources that are owned or controlled by Capital One.

**±Scope 2 GHG** emissions are indirect emissions from the generation of purchased energy.

**+Scope 3 GHG** emissions are all indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.



## Sourcing Paper Responsibly

Even in today's digital economy, paper still plays an important role in how we perform our day-to-day work, serve customers, and market Capital One products. As users of paper products, Capital One is committed to supporting responsible forestry through our paper sourcing practices.

In 2009, Capital One instituted a corporate paper policy, and since then we have steadily increased the percentage of Environmentally Preferred Paper (EPP) that we source. Our current target is that 95 percent of paper purchased for operations come from

EPP sources that are either certified by the Forest Stewardship Council® (FSC) or contain at least 30 percent post-consumer waste (PCW). In 2018, we exceeded our 95 percent EPP target.

In 2012, Capital One joined World Wildlife Fund's Global Forest & Trade Network (GFTN) to advance the environmental sustainability of our paper procurement practices. The GFTN brings together companies, suppliers, NGOs, forest product producers, certification managers 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 and sustainability.

As part of this collaboration, Capital One has updated our supply chain database to include information about the tree species, forest sources, and total 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.

## Partnering to Protect Forests

In 2018, Capital One continued its collaboration with both The Nature Conservancy and World Wildlife Fund by helping to secure a conservation easement for the Hilliard Plantation, a 7,000-acre working farm and forest tract in Marion County, Ga. This area is an important ecological site, aiding in the protection of several endangered and imperiled species.

The conservation easement will enable restoration practices that benefit the property's native forests, which range from upland longleaf pines to wetlands and bottomlands.



This project will permanently protect and help restore an ecologically important area. It will also create a public recreation site, contribute to climate resilience, aid in rare species protection and enhance our ongoing relationship with these two world-renowned nonprofits.

Responsibly managed forests are a natural climate solution that store and reduce carbon emissions to help address climate change. Without a market for forest products like paper, many of these lands are likely to convert to the next best economic use, generally residential development or agriculture. Capital One's paper purchasing volume increased in 2018 with a corresponding increase in FSC certified fiber products, allowing us to exceed our 95 percent EPP standard. Providing an ongoing market for these products helps ensure trees are sustainably harvested, prevents deforestation and protects indigenous rights, biodiversity and the continued health of high conservation value forests.

## Beyond the Supply Chain: Preserving the Beauty of our Forests



The Cumberland Plateau of Central Tennessee is home to picturesque vistas, winding rivers and trees of all different ages and sizes. Rebecca Tuuk of Shafer-Tuuk Tree Farm knows the area well. As a child, she loved spending time walking through the woods with her dad, who passed his reverence for nature and conservation on to her.

“He taught us to think about the environment and how we need to protect it...not just for the good of this property, but because everyone in the world needs to protect the environment or we won’t have a world,” said Tuuk.

In partnership with The Nature Conservancy and World Wildlife Fund, Capital One has provided funding to secure the long-term protection of the Shafer-Tuuk Tree Farm to shield it from the risk of development and to help ensure it remains a forest forever.

The effort is an extension of Capital One’s commitment to sustainable paper practices, designed to have an on-the-ground impact in securing the health and longevity of U.S. forest land.

“Capital One had made great progress in increasing the amount of recycled and Forest Stewardship Council (FSC) certified paper it was sourcing, but they came to us and said, ‘we’d like to do more,’” explains Linda Walker, Director of Responsible Forestry and Trade.

Walker credits Capital One for recognizing that to have a meaningful and lasting impact on the environment, companies must prioritize more than operational sustainability alone.

“If companies just focus on their supply chain and everything is cleared and gets destroyed around them, there’s not going to be enough supply for them in the future,” said Walker.

For Tuuk and her family, the partnership has been a true win-win. It not only boosts her bottom line and protects the environment, but also helps ensure the beauty of her family’s land for generations to come.

“My vision of this land, my hope for this land in the future, is that we have a lot of very good trees, the trees grow well and they grow big, and so we always enjoy looking at that as we’re walking through the woods,” she said.

Trish Johnson, Director of Forest Conversation, The Nature Conservancy in Tennessee, shares Tuuk’s vision. “I fully expect to be able to come and walk through these trees in the future. It’ll be special because I know about all of the hard work and partners that came together 30 years prior, to help make that forest still be a forest.”



## Water

Capital One has implemented 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 captured rainwater for irrigation, toilets and HVAC cooling

## Waste Reduction

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

## Composting and Recycling

We are committed to reducing our waste and educating associates about the benefits of composting and recycling. We have set a goal to reduce our landfill waste by 50 percent by 2025 at our



primary campus locations. To advance our progress, we have introduced composting at these sites, and are working to expand our composting initiatives to other locations as well. It is critical to expand these practices, limit the waste we send to landfills and help reduce emissions of methane, a greenhouse gas that is 30 times more potent than carbon dioxide.

To make associates more mindful of their waste disposal decisions, we have introduced centralized waste collection in more than 70 percent of our office space. This means that instead of associates having under-desk trash cans, associates dispose of their recycling, compost, secure shred and trash in centralized bins. We are driving results: in 2018, we composted more than 1,137 tons of organic waste at our main campuses. We recycled 2,713 tons of secure shred paper and 1,373 tons of plastics, non-confidential paper and aluminum.

## Food Donation

The U.S. Department of Agriculture estimates that between 30 to 40 percent of the food produced in the United States is wasted, which has far-reaching impacts on food security, resource conservation and climate change. 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 2018, this added up to more than 16 tons of donated food.

## Electronics

Capital One is an Enterprise e-Steward, a certification supported by the United States Environmental Protection Agency (EPA), whose members ensure 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 2018, we worked with our accredited vendor to responsibly dispose of 363 metric tons of electronic assets, including laptops, servers and monitors. We also provide electronic waste recycling for associates' personal electronics during special events like Earth Day. In 2018, associates took advantage of this service, recycling over five tons of personal electronic assets.

### Reducing Waste in 2018

2,713 Metric Tons

of secure shred paper recycled

363 Metric Tons

of recycled electronics

16 Tons

of donated food

1,137 Tons

of organic waste composted\*

\*At our four main campuses only

## Associate Transportation

In addition to neutralizing business travel greenhouse gas emissions, Capital One is exploring and facilitating more environmentally friendly commuting resources for our associates. In 2018, Capital One worked hard to offset the emissions from the Capital One workforce commute to and from company offices. We make electric vehicle charging ports available to our associates and provide bike racks and shower facilities to make cycling to work easier. Associates have ready

access to public transit at Capital One's McLean, Va., campus, with a regional Metro station located just steps away. And, Capital One's shuttle buses reduce single occupancy vehicle trips for associates traveling between McLean and Richmond campuses.



99 percent

Capital One offset more than **99 percent of the emissions** from the Capital One workforce commute to and from work.



More than **100 electric vehicle (EV) charging ports**



Our shuttles provided associates with over **41,112 rides**



EV drivers plugged in **19,392 times**



**104 metric tons** in GHG savings from electric vehicle use





## Going for Gold at M2

Our new McLean-2 (“M2”) building, located in Tysons, Va., is Greater Washington’s tallest occupied building – only the 555-foot tall Washington Monument is taller – and is also one of the most environmentally sustainable buildings of its size in the state.

M2 is LEED Gold certified and at 31 stories and 470 feet high, is the home to about 3,000 Capital One associates. We pursue LEED Silver or higher certification on all new office builds or major renovations and we’re proud that this facility continues to set a high bar for Capital One and the broader region.

**Lighting:** The building’s glass-curtain façade allows for significant natural light, and well-placed skylights allow some central, interior spaces to receive light from outdoors. An automated window shade system and daylight harvesting functionality reduce energy usage. Every light is LED and are set to timed motion detectors that further conserve energy.

**Water:** We designed our headquarters with rainwater harvesting capabilities, which allows us to capture and reuse that water for things like irrigation, cooling towers and toilet flushing.

**Waste:** We centralized waste disposal on each floor throughout our entire Tysons headquarters, providing central receptacles for trash, recycling and composting. That effort has enabled us to divert 55 percent of our McLean campus waste away from landfills.

**Mass Transit Commuting:** Capital One’s McLean headquarters is adjacent to the McLean Metro station, making it easy for employees to commute to work via Washington Metro. Associates can walk to the McLean campus from the metro or hop on a shuttle bus to other Tysons Capital One offices. To avoid traffic congestion, the building includes a bus terminal built into the parking garage.

# By the Numbers

## MATERIAL WASTE

	2012	2013	2014	2015	2016	2017	2018
ELECTRONICS DIVERTED FROM LANDFILL (METRIC TONS)	245	378	429	275	424	380	363
PAPER RECYCLED THROUGH SECURE SHRED (METRIC TONS)	3,341	4,322	3,952	2,898	3,261	2,760	2,713

## GREEN BUILDING

	2012	2013	2014	2015	2016	2017	2018
CERTIFIED OFFICE SPACE (SQ. FT.)	3,766,300	5,147,600	5,530,400	4,453,063	4,659,367	5,614,830	6,294,248
PENDING PROJECTS							1,003,309
% OF OFFICE SPACE CERTIFIED							62%

## GREENHOUSE GAS EMISSIONS AND ENERGY USE

	2012	2013	2014	2015	2016	2017	2018
GREENHOUSE GAS EMISSIONS (METRIC TONS CO2E)	188,365	224,906	210,288	213,620	151,859	150*	0
GREEN ENERGY PURCHASES (MWH)	33,220	41,789	66,234	88,756	95,320	414,164	398,886
TOTAL ELECTRICITY (MWH)	393,024	454,245	452,037	426,593	404,274	414,164	398,886
SCOPE 3 BUSINESS TRAVEL	25,992	32,030	29,557	32,022	51,630	0**	0**

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

\*\*This number reflects that Capital One has offset Scope 3 Business Travel Emissions.

\*\*\*Pending final verification by Bureau Veritas North America Inc.

## PAPER SOURCING

	2012	2013	2014	2015	2016	2017	2018
TOTAL PAPER USED (TONS)	57,549	52,103	65,102	59,904	59,448	60,622	76,707
ENVIRONMENTALLY PREFERRED PAPER (%)	63%	73%	74%	79%	79%	90%	96%

# Sustainability in our Communities

Through our Environmental Speaker Series, we invite world-renowned experts to engage with associates and educate them on key environmental concerns and educational tools for living their lives in a more sustainable manner, inside and outside of work. These events are available to all Capital One associates through live streaming or in-person. In 2018, we hosted celebrated conservationists Jeff Corwin and Alexandra Cousteau at our McLean headquarters.



In addition to our annual speaker series, Capital One also celebrates Earth Day each April, with company-wide events supported by our local Green Teams. Events include local food vendors, enterprise-wide contests, educational exhibits and more. While sustainability is a year-round effort, these events provide concentrated opportunities to engage associates on environmental topics and education.

## Environmental Volunteerism Stories

In 2018, more than 2,600 Capital One associates dedicated more than 9,100 hours to environmental projects and initiatives in their communities. Example projects included:

- Adopting and cleaning local parks in Plano, Texas; Tampa, Fla.; and Wilmington, Del.
- Working with Edible Schoolyard on gardening work at Arthur Ashe School in New Orleans, La.
- Free electronics recycling and shredding for our associates in St. Cloud, Minn.
- Assembling recycling education kits at Knolls Campus in Richmond, Va.
- Helping clean the James River Trails in Richmond, Va.

## American Geophysical Union Headquarters

In 2018, Capital One provided financing to renovate the American Geophysical Union (AGU) headquarters, in Washington, D.C., to support the not-for-profit organization's "net zero" energy goals. Slated to open in 2019, the building will be "net zero," meaning it will realize an equal balance between energy demand and the energy created on-site.

It is the first net zero energy renovation of a commercial office building in Washington, D.C. To achieve net zero energy, AGU will focus on four key engineering principles – reduction, reclamation, absorption and generation.



Incorporated sustainable technologies and design strategies will include:

- 11.5-foot-high rooftop photovoltaic array
- Green wall to reduce energy loads and improve indoor air quality
- Municipal sewer heat exchange
- Rainwater harvesting cisterns
- Low-flow plumbing
- Hydroponic phytoremediation
- A radiant cooling system
- High-performance exterior upgrades such as triple-pane glazing, dynamic glass shading, and enhanced insulation

The 62,000-square-foot headquarters has achieved other sustainability goals by reusing existing architectural elements, repurposing building materials and recycling demolition and construction debris.



# SIMPLICITY

LOOKING OUT FOR YOU  
AND YOUR MONEY



Money is emotional – and it’s personal. It can feel complicated and disempowering. Complexity should never stand in the way of a person and their financial goals. When banking products, services, and tools are easy to understand and intuitive to use, there are fewer barriers to financial success and better outcomes for customers and communities. In our consumer banking businesses, we are committed to helping people save, transact, and use credit wisely. And across all our business lines and our community work, Capital One is committed to breaking down barriers and helping people gain better access to economic opportunity through simple and compelling products, financial education, Money Coaching, and small business development programs.

For the high school student who isn’t sure how they’ll fit into the modern workforce, we help demystify professional development and provide on-the-job skills training. For the senior struggling to understand online and mobile banking, we offer coaching on how to use digital tools. For the aspiring entrepreneur whose dreams of starting a business are bigger than the budget or the knowledge to make it happen, we help develop a plan of attack and offer the mentoring to sustain and grow.



# Financial Well-Being

## Student Run Branch

Over a decade ago, Capital One established its first student-run bank branch in the Bronx. Today, high school students across four in-school bank branches in New York, New Jersey, and Maryland participate in the program. Rising high school seniors are chosen through a competitive selection process to become student bankers during their senior year. They begin the year-long program by spending two weeks at Capital One Bank branches to obtain hands-on experience as tellers and customer service representatives, which includes financial education classes and teller training at Capital One's training center. Students are responsible for all aspects of running

their in-school bank branch – including marketing, operations, and service – and they also teach their peers money management skills and the importance of budgeting and saving.

Through partnership with local universities, additional school level support, and guidance from Capital One management, the high school bankers improve their readiness for college and the workforce. Since 2007, more than 350 students have completed the program, with a 100 percent high school graduation rate and the vast majority graduating from college.



## Tatiana's Story

Building Success Through Capital One's Student-Run Banking Program

As a teen in New York, Tatiana Fowler had her eye on one day becoming an award-winning actress. After completing Capital One's student banking program at the Theodore Roosevelt Educational Campus, she realized she needed to broaden her career exploration.

"I still want to be on television one day," says the 25-year-old, "but I have to pay the rent."

As a freshman in high school, Fowler was uncertain about school. She was raised in Manhattan with her maternal grandmother. After her grandmother passed away, she was sent to foster care where she lived in several different foster homes. "Not being able to call any one place home was difficult," she says.

Fowler had heard about the student banking program but didn't think she'd be a good candidate. Her guidance counselor suggested she reconsider. "I thought to myself, 'I have to do something extraordinary to get this,'" she says.

She wrote and performed a short, funny improvisational skit. She was accepted. Fowler has since graduated from Cazenovia College with a major in business management and a specialization in fashion merchandising. She is currently working at online search service Yelp as an account executive.

"I never saw myself in a work setting or being part of a team," she says. "Everything I do now is practice or rehearsal to showcase what I am about. Student banking put me on the right course."

To learn more about Student Banking, [hear from our bankers.](#)

# Cheese Matters

Capital One’s UK team launched the Cheese Matters Financial Education Program to encourage secondary school students to set life and financial goals. The program is targeted to schools in underserved and inner city areas, with an emphasis on training that feels authentic, individualized, and reflective of the voices and lives of the students it serves. The two-hour workshops combine role play, film and group activities, and stories of a fictional character who is experiencing real world financial challenges.

Cheese Matters, one of Capital One UK’s flagship volunteerism programs, has reached over 6,000 students since 2012. The program is now entering its seventh year in Nottingham, Capital One’s base of operations in the United Kingdom. In 2018, it expanded to include two successful pilot sessions in London.

The workshop tells the story of Johnny Cearphilly, who gets into financial difficulty after making poor decisions. Students work alongside Capital One volunteers to identify where Johnny could have made better choices and in the process learn about budgeting, responsible borrowing, and credit files. More than 88 percent of students that complete Cheese Matters have more confidence in managing their financial future. The two-hour workshops have been recognized with a Financial Education Quality Mark from one of the UK’s leading financial education charities, Young Money.

“Cheese Matters is fun and engaging – a real benefit to our schools,” says Kieron Turner, Careers & Progression Manager for participating school Bulwell Academy. In addition to important life skills, volunteers provide information on local career opportunities in the finance and legal sectors.



# LEAP

[Ladies Empowerment & Action Program \(LEAP\)](#) empowers incarcerated women to successfully re-enter society by providing education, entrepreneurial training, and mentorship to women in South Florida. Located in Miami, Fla., LEAP’s mission is to ensure that any incarcerated woman who is committed to change has the tools to achieve her full potential. Ninety-five percent of the women who completed the in-prison program gained full time employment after release. In fact, LEAP’s recidivism rate is only four percent compared to the 68 percent national average. Through workshops and events at our Capital One

Cafés focused on teaching entrepreneurship and financial well-being, members of LEAP network with other members of their communities, allowing for idea-sharing, skill training, and relationship-building.

# From Prison to Entrepreneurship

Rebecca Brown first decided she wanted to open her own business at what some might consider an unlikely time – while in prison.

Two years before she was released, Brown heard about LEAP. She believed LEAP would help her get on the right path.

At the Capital One Café in Coral Gables, Fla., Brown and other formerly incarcerated women participate in business skills workshops and network with community members. Coral Gables Café Ambassadors have hosted events at LEAP’s offices and have taught financial education onsite at the prison.

Brown is turning her dream into a reality. Working as a chef at a local homeless shelter, she saved enough to start her own business – Liberty Soaps – whose products are sold at LEAP’s Dragonfly thrift boutique. The inspiration for the name? “Liberate your skin and you liberate your soul,” says Brown. “We also liberate the women coming out of prison by donating proceeds from the sale of the soap. It’s a cause.”

## Ready, Set, Bank

In partnership with Older Adults Technology Services (OATS) and Grovo, an online learning company, Capital One created Ready, Set, Bank, a program to help seniors bridge the digital divide and learn how to use online banking to better understand and take control of their money. The content can be accessed through any type of device – by Capital One customers and non-customers – and offers short and thoughtfully paced lessons customized for senior learning styles. The curriculum features senior actors 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 and privacy, which seniors often identify as key obstacles preventing them from banking online.

It also provides step-by-step instructions for basic digital banking functions including downloading apps, using remote deposit capture, setting account alerts, and using online bill pay.

Over the past four years, we've nearly doubled our financial commitment to funding "Ready, Set, Bank" and have broadened its reach by piloting the program in various new community settings. To date, we've expanded to partner with 21 nonprofit organizations across 10 U.S. cities including Baltimore, Chicago, Houston, New Orleans, and New York City.



The self-study videos are available in English and Spanish ("Listos, Clic, Avance") at [www.readysetbank.org](http://www.readysetbank.org).



***"We're reimagining banking, and our associates work tirelessly every day to provide people from all backgrounds with access to financial services. Whether it's offering checking and savings accounts with no fees or minimums, the ability to open an account from anywhere in less than five minutes, or developing free educational tools such as Money Coaching and Ready, Set, Bank – we're pushing forward on our mission to change banking for good."***

**- Kleber Santos**, President, Retail and Direct Bank, Executive Officer

## Helping Seniors Go Digital

"I've never done online banking before, but I'm learning as I go," says Gilda Cubano, a senior from New York City who is using Capital One's video-based training to learn how to take advantage of technology to understand and manage her finances.

Like Cubano, many older adults are unfamiliar or uncomfortable with digital and online banking. While many seniors are online and use the web and email, mobile banking utilization for seniors lags the rest of the population. According to a 2016 report by the Federal Reserve Board, only 18 percent of people over age 60 use mobile banking.

Since its launch in 2016, Ready, Set, Bank videos have been viewed over 100,000 times by customers in our branches and Cafés as well as clients of our nonprofit partners.

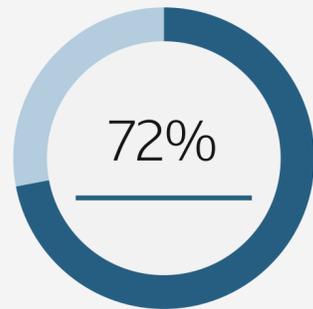
To learn more about the impact of Ready, Set, Bank, [hear from Bobby J.](#)



## Money Coaching

We believe that the way that people interact with money – like all human behavior – is deeply connected to our personal values and beliefs. We created Money Coaching, a complimentary three-session, in-person service (available at select Capital One Café and Branch locations), to help people discover those values and beliefs, and build a path to their financial goals.

Money Coaching isn't about tactical things like bank statements and spreadsheets. Our Money Coaches help people get clear on where they want to go, what's weighing them down, and how they can take specific steps to move faster toward their vision. And the best part: they're free to anyone. Thousands of people have used the service and 72 percent have reported reduced stress after attending a session since its launch in 2017. Complimentary appointments can be made here: [www.capitalone.com/local/moneycoaching](http://www.capitalone.com/local/moneycoaching).



72 percent of Money Coaching participants have reported reduced stress after attending a session since its launch in 2017.



*“As I’m finishing the program, I am definitely feeling a little bit more secure and optimistic. Even if my goals are far away, at least I’m addressing some bad habits and figuring out how to avoid them. It makes me feel more optimistic.”*

**-Yamila**, Participant, Capital One Money Coaching

## Understanding Our Relationships with Money to Personalize Financial Goals

When Frankie, a marketing professional in Austin, Texas, considered a career change, he signed up for Capital One’s free Money Coaching.

Conversations are tailored to an individual’s stage of life and their specific needs, helping identify things that matter most. People walk away from Money Coaching sessions with a personalized action plan and more confidence in their future, with their money and beyond. For Frankie, Money Coaching helped him better understand the importance he places on being his authentic self, and inspired him to use his marketing skills to build a personal brand around that.

“Money Coaching helped me overcome barriers that I put up in my own mind,” Frankie said. “I learned to be authentic and look for employers who would value that authenticity.”

## Dress for Success

Since its founding in 1997 in a New York City church basement, Dress for Success (DFS) has helped empower women to achieve economic independence by providing professional attire and a network of support and development tools, which enable women to thrive in work and in life.

Through support of Dress for Success programs including the Going Places Network, Professional Women's Group, New Horizons, and more, Capital One invests in the lives and futures of thousands of women as they work to unleash their potential and build their careers.

Our Capital One Cafés are a proud partner of Dress for Success affiliates across the country. In 2018, our investment in Dress for Success supported unemployed and underemployed women as they pursued their dreams and careers. Our DFS partnership also comes to life through Capital One's Financial Empowerment and Sustainability initiatives that provide financial education and tools. In 2018, 15 DFS affiliates nationwide participated in our signature Dress For Success Financial Education Program – a 13-week financial well-being training series on topics ranging from budgeting and credit management to an individual's emotional relationship with money. Café Ambassadors served as session facilitators, investing hundreds of volunteer hours to inspire confidence and belief in participants across the country.



***“Dress for Success has enabled me to be exposed to current digital technology. Becoming a client has shown me that I can do anything that I put my mind to. They helped me to get me back. I feel like me again, I feel like Robin...again.”***

**-Robin**, Client, Dress for Success Chicago



## Beyond the Dress

Helping Women Achieve Economic Independence

When Tameka Flowers needed a new job she began reflexively applying for anything and everything that came her way. The mother of three was primarily focused on positions that would help her pay the bills immediately, rather than thinking strategically about her personal strengths, long-term career aspirations, and financial goals.

“I was applying for any job,” says Flowers, who went on 20 interviews but kept coming back empty-handed.

It wasn't until Flowers got involved in the Dress for Success (DFS) program that things started to turn around.

Through [Capital One's financial education partnership](#) with 15 DFS affiliates across the country, it facilitates comprehensive financial education programs that help women like Flowers take better control of their finances and career paths, giving them the confidence and the support they need to thrive in work and life.

In 2018, Capital One hosted programs in Seattle, Portland, San Francisco, Los Angeles, Denver, Austin, Chicago and Boston. Café Ambassadors taught participants how to budget, how to build and maintain good credit, and ultimately helped them gain the practical knowledge to define and achieve their financial goals. After completing the series, 41 percent of program graduates established emergency funds for the first time.

Flowers graduated from the financial education program with a clearly defined set of goals for her future. And not long after, she landed her dream job as Manager of Learning and Development for Goodwill Southern California. She's also paying it forward for other women in her position, by serving as an Ambassador for DFS Worldwide.

Sometimes all it takes is someone to believe in you – and who can help you believe in yourself. Says Flowers, “just being a part of that program, it really took my confidence to the next level.”

## Hot Bread Kitchen

Through our partnership with Hot Bread Kitchen (HBK), a nonprofit social enterprise based in New York City, 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 education for organization staff and incubator members. In 2018, dozens of business owners participated in financial counseling to learn ways to improve their financial position and gain access to financing.

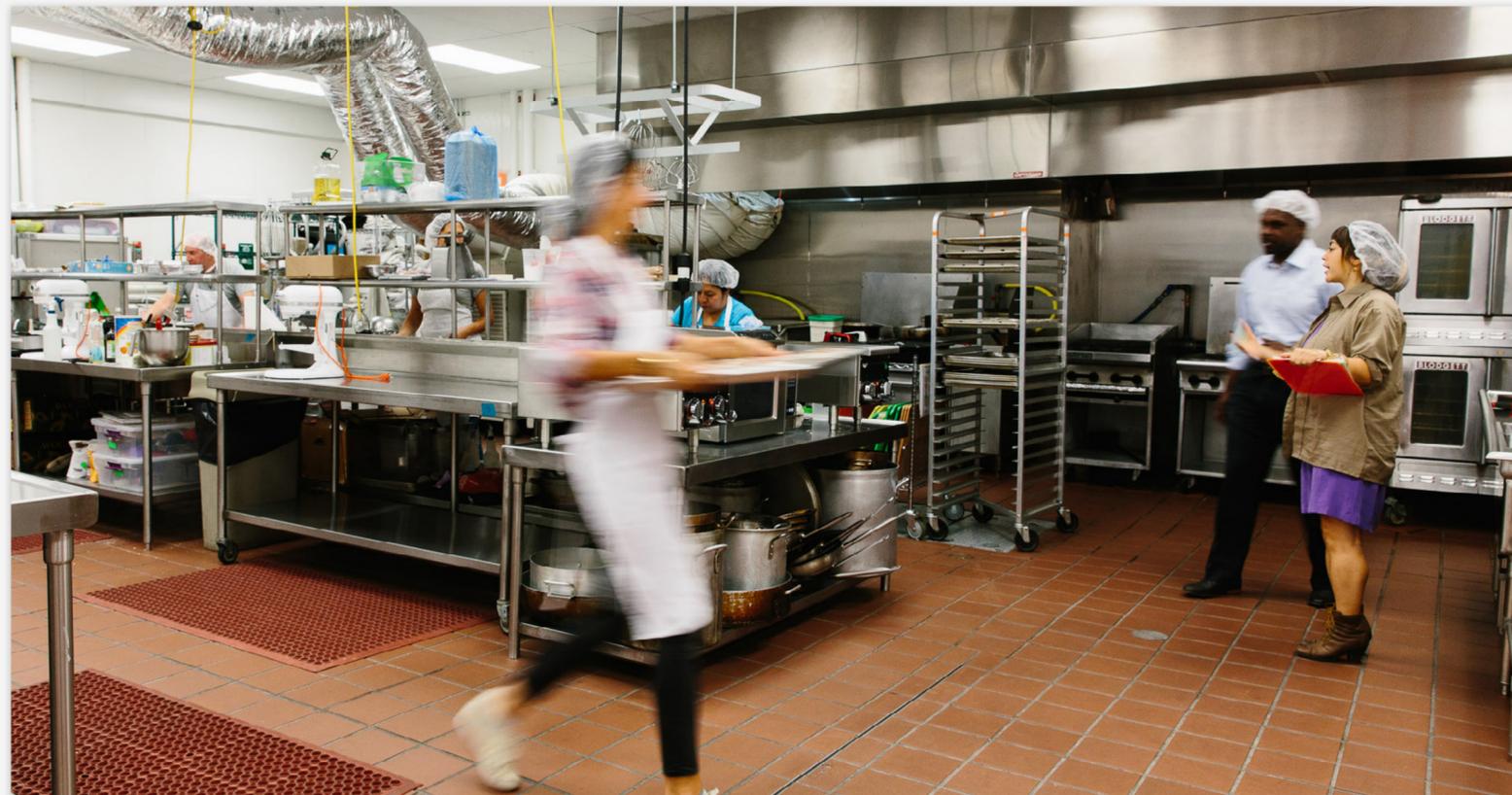


Photo courtesy of HBK.



## Baking Up New Businesses

It never occurred to Shadaya that she might someday be passionate about baking. But while participating in the Prep for Success training program at Hot Bread Kitchen, an innovation incubator in New York City's East Harlem neighborhood, she came to appreciate the satisfaction of "just watching my bread rise, looking golden brown."

Since 2012, Capital One has partnered with Hot Bread Kitchen's incubator program where foodpreneurs can access commercial kitchen space and small business support services. The program caters to women entrepreneurs who have a food business concept or informal startup and the motivation to make it happen, but who are not fully ready to start producing in a commercial kitchen. Trainees learn from an array of experts about what it takes to launch and sustain a successful small food business.

Hot Bread Kitchen has inspired Shadaya to set a goal of opening her own bakery, where she can share her newfound passion by teaching kids how to bake.

To learn more, [hear from HBK's entrepreneurs](#)

# Small Business and Nonprofit Development

## Propeller

Creating powerful communities starts with a diverse set of entrepreneurs working toward a more equitable future. That's where Propeller, a New Orleans-based nonprofit, focuses its energy.

Propeller was created to tackle some of the most prevalent social and environmental disparities. In partnership with Capital One, Propeller provides executive-level business and leadership training through a combination of high-impact programs like pitch competitions and accelerator programs that connect local innovators with the resources they need to grow. The end result is a larger network of forward-thinking, socially-minded entrepreneurs who apply their knowledge, skills, and energy to address significant challenges affecting people today.



**“Vibrant businesses and vibrant communities go hand-in-hand. To turbocharge innovation within a region, an ecosystem of startups, corporations, government entities, and nonprofits must come together to ensure we have a successful future – where people have access to the arts, technology, and business opportunities. I’m so proud that Capital One supports local entrepreneurs, who in turn, elevate and create a lasting impact on the places where we live, work, and learn.”**

- **Sanjiv Yajnik**, President, Capital One Financial Services, Executive Officer

## “All You Need is an Open Mind”

Making Yoga More Inclusive

After her own life was transformed through yoga, Adrienne Jackson dreamed of starting her own yoga practice and breaking down misconceptions about the people you expect to see in a yoga class. But she knew she first needed to learn more about entrepreneurship. Enter [Propeller](#), a New Orleans-based nonprofit that since 2011 has helped over 200 ventures get off the ground – 71 percent of them owned by women or people of color. Capital One has supported Propeller’s Impact Accelerator Program since 2012, providing grant funding paired with pro-bono volunteerism for small-business training.

Today, Jackson is a Propeller graduate and owner of Magnolia Yoga, the first black-owned yoga studio in New Orleans, with a focus on diversity and affordability for clients of all sizes, shapes and backgrounds. “I’ve realized I’m a leader, a business leader in particular, and an advocate for people and their health,” says Jackson.

She attributes her success in large part to her focus on inclusivity: “All you need to do yoga is an open mind.”



## Blue Ridge Labs @ Robin Hood

Blue Ridge Labs is a social impact tech incubator within [Robin Hood](#), New York City's largest poverty-fighting organization. It is funded in partnership with Capital One to help people use technology to break down barriers and solve societal problems. Blue Ridge Labs was built to bring technologists, local leaders, and other problem solvers together to explore and advance new solutions to community challenges. Its mission is to bring technologists and communities together to help low-income residents save time and money, connect to resources, and navigate complex systems.

Blue Ridge Labs is also assisted by Capital One through skills-based volunteerism. Associates assist Blue Ridge fellows on topic selection and continue to provide support and feedback throughout the research and product prototype development process.



## Changing the Criminal Justice Landscape, One Call at a Time

When Jelani Anglin was arrested for a minor infraction as a teenager, he felt terrified and helpless – an experience he never forgot. Following college and a career in tech, he realized there was an opportunity to create change. He joined the [Blue Ridge Labs @ Robin Hood](#) Fellowship.

For Anglin, the fellowship was an opportunity to create a resource that would help arrested people make sense of the justice system from the moment they're first brought into custody. He had a firsthand appreciation for the importance of that first phone call, recognizing there is no guarantee that the friend or family member on the other end of the line can help you, or know how to reach a lawyer who can.

“What ends up happening is that now, you're in the precinct, you're being interrogated by police, you don't know your rights, and you're saying things that can be used against you in a court of law,” Anglin said. “That's what happens many times here in New York City, right now, today.”

At Blue Ridge Labs, Anglin and another participant fellow created Good Call, a hotline that guarantees every arrestee's “one phone call” connects them directly with a lawyer who can advise on what to do next and begin working on their case if appropriate. The goal is to promote fairer arrest outcomes for New Yorkers regardless of income, race, or gender.

Since 2016, Good Call has connected more than 900 people with timely help. Says Anglin, “We're seeing that it works here in New York. We really want to change the criminal justice landscape across the country.”

## UnBoundRVA

Capital One believes that with support, advice, and training, entrepreneurs can rise up from anywhere. That guiding principle is a shared value of UnBoundRVA – a Richmond-based nonprofit focused on empowering individuals from low-income backgrounds through the opportunity to own their own businesses.

Through a year-long curriculum that includes classes on leadership, foundational business skills, and

financial education, UnBoundRVA creates a path to economic independence for aspiring entrepreneurs. Financial education classes designed and instructed by Capital One associates – the Strength Builders Series – include six workshops on budgeting, understanding credit scores, risks associated with social media, and small business banking and technology tools.

In 2018, 35 individuals created financial and business plans from the program and over 18 small businesses were supported by UnBoundRVA.



## Entrepreneurship and Eggs

During his many years in the food service industry, Nathan Kent often thought about owning his own business, but assumed it wasn't a realistic aspiration. UnBoundRVA helped him turn that assumption on its head. As a participant in the program's six-month Strength Builder Series, Kent steeped himself in Entrepreneurship 101, learning everything from budgeting and saving to individual development skills like personal branding and executive communication.

Today, Kent owns and operates Egghead Catering & Delivery, a food services operation specializing in artisan egg sandwiches. "UnboundRVA has created the opportunity for me to take control of my future by providing the resources to turn my dreams into reality...I never thought it was possible for me to own a business until I found this program," says Kent.

He credits the UnBoundRVA program with helping him access not only the financial resources to get off the ground, but a network of community partners who have helped him master marketing strategy and administrative duties. "I know the UnboundRVA team is in my corner – enthusiastic and always pushing me to reach further."



## WEDallas

Capital One has a five-year partnership with the Dallas Entrepreneur Center (DEC) and helped create WEDallas, a year-round program that inspires and empowers women entrepreneurs across North Texas.

Our partnership with the DEC is an extension of our Future Edge DFW initiative, offering the skills, tools, and resources to help people and communities succeed. In a survey commissioned with the Center for an Urban Future, Capital One found Dallas is one of the nation's fastest-growing cities for women

entrepreneurs and ranks first among the nation's 25 largest cities in terms of revenue per women-owned business.

The survey also found more than 91 percent of women-owned businesses have no paid employees. If just one quarter of these existing businesses hired a single new employee in the next three years, nearly 13,000 jobs would be added to the market. At Capital One, we believe that vibrant businesses and vibrant communities go hand-in-hand. That's why we are focused on helping women business owners harness their skills and their optimism so they can lead the next generation of inventive pioneers.



## Inspiring Mompreneuers

Since 2014, Capital One has partnered with the Dallas Entrepreneur Center as title sponsor of WEDallas, a program supporting women entrepreneurs. At the Mompreneur event, women business executives addressed the essentials every mompreneur needs to be successful.

Speakers included Capital One's Kristen Przano, who shared her experience overcoming fear of failure; Scout & Cellar Founder and CEO Sarah Shadonix, on the importance of presence, sleep and saying no; and Fluffpop Founder Yasmeen Tadia on finding your sweet spot in business. The event wrapped with Former Dallas City Councilmember Ann Margolin's "how-to" on elevator pitches.

For Helen Malick, a former software executive and Founder and CEO of mobile app Figable, the messages resonated. "The funding presentation helped me realize what stage my business is in and helped me learn what type of funding is a good match," she says. WEDallas is an extension of Capital One's commitment to make Dallas-Fort Worth a destination for top talent and spur growth as a technology and diversity hub.

## Supplier Diversity Program

At Capital One, we know that one of the best ways to support a small business is by becoming its customer. Capital One is privileged to be able to provide that kind of support through a variety of initiatives, including our enterprise-wide Supplier Diversity Program. Our commitment to supplier diversity includes building mutually beneficial relationships with certified minority, women, LGBTQ+, veteran, service-disabled veteran, and disability-owned businesses as suppliers, contractors, and subcontractors. The program is designed both to 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 tools to help them grow their businesses.



In 2018, our direct spend with diverse suppliers represented approximately 10 percent of our overall procurable dollars spent.

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. In 2018, we received the WBENC's Top Corporation award for the sixth time – given to members who choose to integrate policies and programs that enable growth and innovation and reduce barriers for women-owned businesses – and it was our second time receiving the award at the Gold level.

### 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, including our Supplier Diversity Mentoring, and Getting Down to Business programs. To date, we have successfully matched diverse business owners with Capital One associates in New York, Maryland, Virginia, Texas, and Washington, D.C. We have also partnered with diversity groups on mentorship programs, including 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.

We continued our Strategies to Advance and Grow Enterprises (SAGE) Advice mentorship program in 2018, 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.



In 2018, our Catapult Supplier Diversity Program received the Profiles in Diversity Journal's 15th Annual Innovations in Diversity & Inclusion Award. Catapult is a development program designed to help close the digital divide and support certified diverse businesses in broadening their technical savvy and core competencies. In association with nonprofit partners like the Women's Business Enterprise National Council (WBENC), the program provides six months of digital and innovative business expertise and education. Companies apply to participate 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.

We are committed to our suppliers and encourage them to demonstrate the same pledge to diversity as Capital One, including diversifying their own

supply chain. To further that effort, we have 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, in turn, strengthens our supply chain by adding a new dimension of diversity. This allows us to capture millions of dollars of diverse spending each year and build capacity among a diverse supply base.

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.

Capital One also has provided scholarships for diverse business owners to attend:



**The Minority Executive Management Program** at The University of Richmond's Robins School of Business, an innovative leadership development program exclusively for owners and CEOs of certified minority-owned businesses.



**The Women Presidents' Annual Conference**, providing funding for five women-owned businesses to attend the annual conference. There they share strategies and experiences with other women from all over the world and learn from interactive seminars and speakers. The WPO is the only global membership organization for multimillion dollar, women-owned/led companies. This year marked the third year that Capital One was an Education Sponsor.

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 and belonging day-in and day-out for our associates and throughout the Capital One supply chain.

- One of "America's Top Corporations for Women's Business Enterprises" by the Women's Business Enterprise National Council
- Minority Business Enterprise Input Committee's MBE Council by the Carolinas-Virginia Minority Supplier Development Council
- A "Best of the Best Corporations for Inclusion" by the National Business Inclusion Consortium

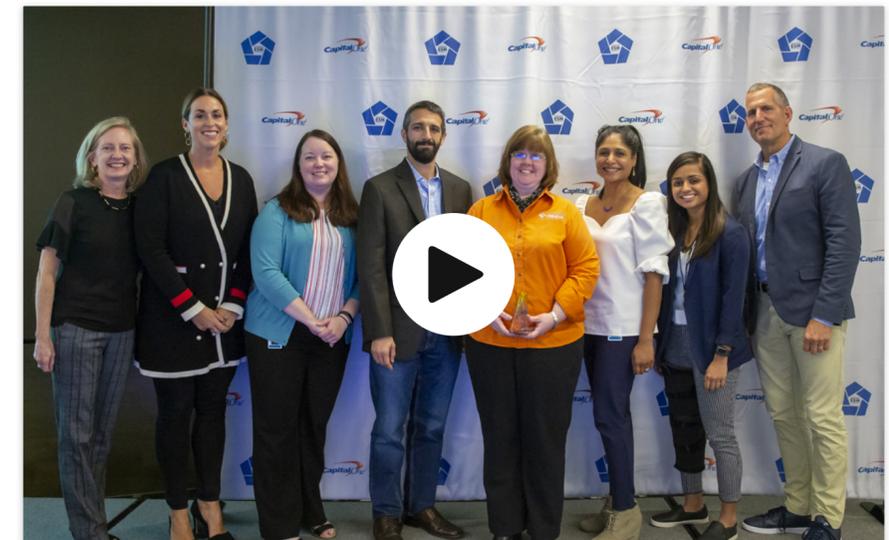
## A Springboard for Small, Women-Owned Businesses

In 2018, Capital One partnered with the Women's Business Enterprise National Council (WBENC) in offering the business development program, Catapult. With more than 14,000 certified women business enterprises, WBENC is the largest certifier of women-owned businesses in the U.S. and a leading advocate for women business owners and entrepreneurs. They believe diversity promotes innovation, opens doors, and creates partnerships that fuel the economy. Capital One has been a WBENC corporate partner for 13 years.

The focus of the 2018 partnership was to equip program participants with the knowledge and tools to design and develop a digital solution to a specific business challenge.

Eight women-owned businesses graduated from the 2018 program, with Patricia Rodriguez-Christian, CEO of Texas Standard Commercial Construction, taking home top honors. As the leader of a commercial painting and interior demolition contractor, Patricia was always looking for ways to increase efficiency in her office supply chain. Her winning proposal? A new process to digitize a paper-based change order system that would boost productivity, enhance job cost accountability, and reduce administrative costs to improve profit margins.

Said Rodriguez-Christian, "The Catapult program has taught me to consider a digital process and step back, analyze it, test it to see if it really is the right solution for the company. That process has been invaluable."



# RECOGNITION



# Awards

In 2018, 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 sample of awards and recognitions Capital One received.

## Workplace

- Fortune – “100 Best Companies to Work For”
- Fortune – “100 Best Workplaces for Diversity”
- Fortune – “50 Best Places for Working Parents”
- Fortune – “World’s Most Admired Companies”
- Fatherly – “50 Best Places to Work for New Dads”
- Human Rights Campaign – “Best Places to Work for LGBTQ Equality” (perfect score)
- Disability Equality Index – “Best Place to Work” (perfect score)
- Indeed’s Top-Rated Workplaces – “Top 10 for Veterans”
- Military Times – “Best 100 for Vets”
- Dave Thomas Foundation for Adoption – “100 Best Adoption-Friendly Workplaces”

## Diversity & Inclusion

- National Business Inclusion Consortium – “Best of the Best: Corporations for Inclusion”
- Profiles in Diversity Journal – “15th Annual Innovations in Diversity”
- National Organization on Disability – “Leading Disability Employer”
- National Association of Female Executives – “Top 70 Companies for Executive Women”
- Women’s Business Enterprise National Council – “Top Corporations for Women’s Business Enterprises”
- Women’s Choice – “Best Companies for Multicultural Women”
- Minority Business News USA – “Best of the Decade”
- Carolinas-Virginia Minority Supplier Development Council (CVMSDC) – “Minority Business Enterprise Input Committee’s MBE Council Impact Award”

## Environment, Social & Governance

- Civic 50 – “The 50 Most Community-Minded Companies”
- Environmental Protection Agency – “Green Power Partnership Fortune 500 Partner”
- Included in the FTSE4Good Index Series
- Environmental Protection Agency – “Green Power Partnership Fortune 500 Partner”



Dave Thomas  
Foundation *for* Adoption.™



# APPENDIX



# About This Report

A cross-functional team across Capital One's corporate functions was responsible for drafting Capital One's 2018 Corporate Social Responsibility (CSR) Report, published in 2019.

This report provides an overview of Capital One's activities related to environmental, social, and governance (ESG) topics and covers the period January 1, 2018, to December 31, 2018, unless otherwise noted. Our last CSR Report was published in November 2018 and covered 2017. This report should be reviewed alongside the 2018 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) Standards as a basis for the information. Our 2017 report used the previous standards, the GRI G4 Guidelines. 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](http://www.capitalone.com) and [environment.capitalone.com](http://environment.capitalone.com)) and on our community-focused website ([www.capitaloneinvestingforgood.com](http://www.capitaloneinvestingforgood.com)).

We have responded annually to CDP (previously known as the Carbon Disclosure Project) since 2010. For additional corporate information, please see our 2018 Annual Report and our 2019 proxy statement, available on the Corporate Governance page of Capital One's website, [www.capitalone.com](http://www.capitalone.com).

## Data Measurement

Capital One's Environmental Sustainability Office was responsible for the collection of environmental performance data. Teams across our business lines and corporate functions, including Human Resources, Workplace Solutions, External Affairs, 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

Our 2018 financial statements were audited by Ernst & Young, LLP, an independent registered public accounting firm. For environmental and sustainability data, 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 Ingenuity section of this report). The Verification Statement Greenhouse Gas Emissions Report will be available in the second half of 2019.

## For More Information

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



**Visit Our Website:**

[www.capitalone.com/about/corporate-citizenship](http://www.capitalone.com/about/corporate-citizenship)



**Twitter:**

[@CapitalOneNews](https://twitter.com/CapitalOneNews)

# GRI Index

## GRI STANDARDS DISCLOSURES

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
<b>Reporting Principles</b>		
101	Defining report content and quality	This report was prepared using the GRI Standards for sustainability reporting in accordance with the GRI Standards: Core option
<b>General Disclosures</b>		
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	Capital One Financial Corporation
102-2	Activities, brands, products, and services	<a href="#">Capital One Profile, p. 17</a>
102-3	Location of headquarters	<a href="#">Capital One Profile, p. 17</a>
102-4	Location of operations	<a href="#">Capital One Profile, p. 17</a>

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
ORGANIZATIONAL PROFILE		
102-5	Ownership and legal form	<a href="#">Capital One Profile, p. 17</a>
102-6	Markets served	<a href="#">Capital One Profile, p. 17</a>
102-7	Scale of the organization	<a href="#">Capital One Profile, p. 17</a>
102-8	Information on employees and other workers	<a href="#">Capital One Profile, p. 17</a>
102-9	Supply chain	<a href="#">Simplicity, p. 83</a>
102-10	Significant changes to the organization and its supply chain	<a href="#">2018 Annual Report</a>
102-12	External initiatives	Throughout report
102-13	Membership associations	Throughout report
STRATEGY		
102-14	Statement from senior decision maker	<a href="#">A Message from our CEO, p. 3 - 4</a>

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
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ETHICS & INTEGRITY

102-16	Values, principles, standards, and norms of behavior	<a href="#">Governance and Business Practices, p. 19</a>
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GOVERNANCE

102-18	Governance structure	<a href="#">Governance and Business Practices, p. 19</a>
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STAKEHOLDER ENGAGEMENT

102-40	List of stakeholder groups	Capital One’s stakeholders include customers, associates, shareholders, government regulators, community organizations, industry associations, and suppliers.
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102-41	Collective bargaining agreements	None of our associates are covered under a collective bargaining agreement, and management believes we have a positive working environment for our associates
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102-42	Identifying and selecting stakeholders	<a href="#">Our Approach to CSR, p. 5 - 6</a>
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102-43	Approach to stakeholder engagement	<a href="#">Our Approach to CSR, p. 5 - 6</a>
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102-44	Key topics and concerns raised	<a href="#">Overview of CSR Pillars, p. 7 - 8</a>
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GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	<a href="#">Capital One Profile, p. 17</a>
102-46	Defining report content and topic Boundaries	<a href="#">Overview of CSR Pillars, p. 7 - 8</a>
102-47	List of material topics	<a href="#">Overview of CSR Pillars, p. 7 - 8</a>
102-48	Restatements of information	No restatements
102-49	Changes in reporting	No significant changes
102-50	Reporting period	<a href="#">About this Report, p. 88</a>
102-51	Date of most recent report	<a href="#">About this Report, p. 88</a>
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	<a href="mailto:communityaffairs@capitalone.com">communityaffairs@capitalone.com</a>
102-54	Claims of reporting in accordance with the GRI Standards	In accordance with Core reporting standards
102-55	GRI content index	<a href="#">P. 89 - 95</a>
102-56	External assurance	<a href="#">About this Report, p. 88</a>

## TOPIC-SPECIFIC STANDARDS

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
<b>Economic Standards</b>		
ECONOMIC PERFORMANCE		
103-1	Explanation of the material topic and its boundary	<a href="#">Capital One Profile, p. 17</a>
103-2	The management approach and its components	<a href="#">Capital One Profile, p. 17</a>
103-3	Evaluation of the management approach	<a href="#">Capital One Profile, p. 17</a>
201-1	Direct economic value generated and distributed	<a href="#">2018 Annual Report</a>
201-3	Defined benefit plan obligations and other retirement plans	<a href="#">2018 Annual Report</a>
201-4	Financial assistance received from the government	Capital One did not benefit from any government assistance in 2018
INDIRECT ECONOMIC IMPACT		
103-1	Explanation of the material topic and its boundary	<a href="#">Overview of 2018, p. 9</a>
103-2	The management approach and its components	<a href="#">Overview of 2018, p. 9</a>

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
INDIRECT ECONOMIC IMPACT		
103-3	Evaluation of the management approach	<a href="#">Overview of 2018, p. 9</a>
203-1	Infrastructure investments and services supported	<a href="#">Overview of 2018, p. 9</a>
203-2	Significant indirect economic impacts	<a href="#">Overview of 2018, p. 9</a>
<b>Environmental Standards</b>		
EMISSIONS		
103-1	Explanation of the material topic and its Boundary	<a href="#">Overview of CSR Pillars, p. 7</a>
103-2	The management approach and its components	<a href="#">Ingenuity, p. 60</a>
103-3	Evaluation of the management approach	<a href="#">Ingenuity, p. 60</a>
305-1	Direct (Scope 1) GHG emissions	<a href="#">Ingenuity, p. 67</a>
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Ingenuity, p. 67</a>
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Ingenuity, p. 67</a>
305-5	Reduction of GHG Emissions	<a href="#">Ingenuity, p. 61</a>

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
<b>Social Standards</b>		
EMPLOYMENT		
103-1	Explanation of the material topic and its boundary	<a href="#">Humanity, p. 38</a>
103-2	The management approach and its components	<a href="#">Humanity, p. 38</a>
103-3	Evaluation of the management approach	<a href="#">Humanity, p. 38</a>
401-3	Parental Leave	<a href="#">Humanity, p. 40</a>
DIVERSITY AND EQUAL OPPORTUNITY		
103-1	Explanation of the material topic and its Boundary	<a href="#">Overview of CSR Pillars, p. 7</a>
103-2	The management approach and its components	<a href="#">Humanity, p. 25</a>
103-3	Evaluation of the management approach	<a href="#">Humanity, p. 25</a>
405-1	Diversity of governance bodies and employees	<a href="#">Humanity, p. 25 - 27</a>

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	REFERENCE LOCATOR/RESPONSE
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SUPPLIER SOCIAL ASSESSMENT

103-1	Explanation of the material topic and its Boundary	<a href="#">Overview of CSR Pillars, p. 8</a>
103-2	The management approach and its components	<a href="#">Simplicity, p. 83</a>
103-3	Evaluation of the management approach	<a href="#">Simplicity, p. 83</a>
414-1	New suppliers that were screened using social criteria	<a href="#">Simplicity, p. 83</a>