In pursuit of the greater good

Corporate Social Responsibility Report 2015
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overview

A view into our corporate social responsibility journey
Message from Our CEO

Since our founding days, we have been on a quest to build an enduringly great company with the talent, scale, capabilities, and financial strength to compete and win as banking rapidly evolves. Our performance in 2015 showed Capital One at its best: a company growing with quality, innovating with technology, and leading with humanity.

We accelerated our efforts to transform ourselves into a leading information-based technology company. We delivered profitable, resilient growth as we invested to generate strong and sustainable long-term returns. We recruited great people to our company. We fostered our culture of excellence and doing the right thing. We helped our customers succeed. And we invested to help our people and communities thrive.

For over 20 years, the highest calling in our company has been to find great people and give them the chance to be great – as associates, leaders, family members, and citizens. We have built an environment where collaboration and openness are valued. We are committed to diversity and inclusion and believe that teamwork and respect for each other lead to superior results. And we have created a culture based on the meritocracy of ideas, where performance is celebrated and rewarded.

Capital One associates work tirelessly on behalf of our customers, clients, and communities. They serve with humility and have a deep respect for their responsibility in helping our customers achieve their goals and realize their dreams. We believe that our business can only be successful when our communities are healthy. We provide resources and education to help individuals, families, and business owners plan, save, and invest for tomorrow.

Our associates are incredibly generous with their talents and time. In 2015, our people spent more than 366,000 hours volunteering to help hundreds of educational, community, and charitable programs. We gave over $46 million to nonprofit organizations that helped build economic opportunity in the communities where our associates and customers work and live. And Capital One provided more than $1.4 billion in loans and investments, helping to create more than 11,000 affordable places to live and more than 13,000 jobs.

Capital One was founded over two decades ago on the belief that technology and information would revolutionize banking. That belief is even more profoundly true today. We live in a time when the pace of innovation is breathtaking and the power of technology is changing everything. However, many people do not have access to the digital world. We recognize that making a difference in our communities increasingly requires a digital focus as we help people build the skills necessary for the digital economy. Over the next five years, our Future Edge initiative will provide $150 million in grants to help people prepare for 21st-century jobs and enable entrepreneurs to harness technology to grow their businesses.

In the pages that follow, you’ll learn more about who we are and how we are mobilized. Our people are all-in. We look forward to continuing our mission to change banking for good and helping our communities prosper.

Richard D. Fairbank
Founder, Chair, Chief Executive Officer
Capital One Financial Corporation
Our Approach to Corporate Social Responsibility

At Capital One, we provide innovative financial solutions to help people succeed and to make life better in the communities in which we operate. While our approach to corporate social responsibility continues to evolve, we are focused on three core elements: People, Community, and Environment.

**It’s about People**

One aspect of our Mission is to bring humanity to banking. It is fundamental to every aspect of how we operate our business. And, it underscores our emphasis on putting people first.

• For our customers, our products are best value and simple to use for individuals of all backgrounds
• For our associates, our culture is diverse and inclusive, and we foster a workplace where transparency, ethics, and our Values guide how we treat each other and how we make decisions
• For our communities, we use our resources to provide people with opportunities to learn, work, and secure a stronger financial future

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

**It’s about Community**

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

**It’s about the Environment**

Our environmental efforts are rooted in our sense of accountability for our actions to our stakeholders and society as a whole. We are committed to continuously improving the environmental sustainability of our business, to reducing the impact of our operations, and to using resources and materials thoughtfully. We continue to engage our associates, customers, suppliers, and other stakeholders in our environmental efforts, and we have made significant strides together in 2015.

Our associate volunteers help students learn valuable digital skills that can put them on paths for rewarding high-demand tech careers.
Overview of 2015

In 2015, Capital One continued to innovate, grow, and evolve by staying true to our Values of Excellence and Do the Right Thing.

With more than twenty years of strategic focus, hard work, and steady transformation, we are well positioned to succeed as banking continues to evolve. Here’s what was top of mind this past year:

Building a Leading Information-Based Technology Company

More than twenty years ago, Capital One was founded with the approach that by harnessing the power of technology and knowledge capital we could bring new ideas to market quickly. The dynamics that drove our strategy then are even more profound today. We live in a world where the pace of innovation is breathtaking and the forces of disruption present defining strategic opportunities and risks. Technology is changing everything we do. With the staggering rate of adoption of smartphones and the proliferation of technology, consumer behavior is changing more rapidly and dramatically than it has in decades. In listening to our customers, we know that, in addition to having access to bankers at our retail storefronts and Cafés across our footprint, customers expect a rich and seamless digital experience to serve their financial needs at home and on the go.

Banking is inherently a digital product. Tech companies, from the biggest names to well-funded start-ups, are vying to become the front door of banking. To put ourselves in a position to win as digital redefines banking, we are building the talent and capabilities of a leading information-based technology company.

That’s why we are integrating technology, data, design, and software development into everything we do, and we are actively seeking out the right talent to help us lead the charge. It’s also why we’re engaging deeply in the technology community, arming our associates with cutting-edge tools and training, and transforming our workspaces to drive innovation and enable new ways to work.

Delivering Innovative Products and Helping Customers Succeed

With every product and service we launch, we use careful research, customer insights, and candid feedback to ensure we are meeting our customers’ needs. We also take proactive steps to improve customers’ understanding of their financial products.

In 2015, we continued to deliver innovative digital products and tools to our customers. For example, we launched our new servicing platform that provides a unified customer services experience across mobile and web. With the launch of the Capital One Wallet on Android we were the first U.S. issuer app with contactless payments. Our flagship servicing app and the Capital One Wallet are two of the highest rated apps in financial services.

Our customers face a wide range of both life and financial circumstances, and we want to help them succeed when it comes to managing their finances. We’re helping our customers use credit wisely. We encourage borrowers to pay more than the minimum and educate them about the benefits of paying down balances. Our alert and auto pay features help people manage their money and pay on time. CreditWise, our free credit tracking tool, helps people – whether a Capital One customer or not – better understand and optimize his or her credit score. And millions of our cardholders are benefiting from our Second Look feature, which provides automatic notices of unwanted or suspicious account activity.
Helping Communities Thrive

Our approach to community engagement encourages both positive change within the community and personal pride for our associates. In fact, our associates feel so passionately about participating in company-sponsored volunteer activities that in 2015, our rate of volunteering was more than twice the national average.

We gave more than $46 million in philanthropic grants to nonprofit organizations that help create economic opportunity in communities where our associates and customers live and work. We also provided more than $1.4 billion in loans and investments, creating more than 11,000 affordable places to live and more than 13,000 jobs.

Making a difference in our communities requires an increasingly digital focus and we’re committed to providing opportunities and resources that will enable more people to succeed in the digital economy. Through our Future Edge™ initiative, which we launched in 2014, we will invest $150 million over five years, in community grants and initiatives to train people for the jobs of today and tomorrow, spur small business development, and provide money management resources to help prepare people for future economic success.

Community Reinvestment Act (CRA)

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

Reducing Our Environmental Impact

Our approach to reducing our environmental impact is one of continuous improvement. Over the past seven years, we have made progress, especially in reducing the greenhouse gas (GHG) emissions of our facilities, sourcing more renewable energy, increasing the number of our buildings that are green certified, using more environmentally preferred paper, and engaging associates in environmental sustainability efforts. We have achieved our previous goal of reducing our GHG emissions and are working toward a new, more ambitious goal.

Through our investment in energy-efficient buildings, approximately 50% of our non-branch office portfolio is now green certified. We also have surpassed our goal of using 70% of all paper from environmentally preferred sources. In 2015, we increased our purchase of renewable energy credits to 88,756 MWH – resulting in 18% of our total electricity usage coming from renewable energy sources.

Many of our associates are actively engaged in supporting our environmental progress within our business operations and helping promote environmental sustainability beyond the workplace.
Fair and Transparent Services

How we conduct our business is just as important as the products and services we offer. That’s why we work each day to earn the trust of our stakeholders – current and potential customers, regulators, investors, and associates. Our commitment to fairness, transparency, and quality underpins everything we do, guiding our actions, and holding us accountable as we strive to meet high standards.

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

Data Security and Fraud Prevention

As 2015 again proved, there are significant threats to information security across all industries, including financial services. At Capital One, protecting customer information is paramount and requires that we remain ever vigilant in our defenses. We work to improve processes, invest in our monitoring and response capabilities, and keep customers informed about ways to minimize risk. As we become an increasingly digitally focused company, we push ourselves to find new ways to use technology to combat threats to our data. For example, in 2015, we continued to roll out EMV/chip technology to our cardholders to provide an added level of security and protection against some types of account fraud. We are just as committed to protecting the personal information of our associates and have a number of safeguards in place.

Access to Financial Services

Among Capital One’s millions of customers, we find individuals at every point in their financial journey. We are committed to helping our customers successfully achieve their financial goals and implement the appropriate guardrails to help them stay on track. Our diverse portfolio of products enables us to meet the needs of each customer, including our low- to moderate-income customers.

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

We work to ensure that our customers who have disabilities have equal access to our products and services. For these individuals, we provide auxiliary aids and services, as well as make reasonable modifications to policies, practices, and procedures – at no additional charge.

We continue to take steps to improve web accessibility on www.capitalone.com, and to our other digital properties. We’re also continuously studying best practices and the Web Content Accessibility Guidelines issued by the World Wide Web Consortium and implementing those that will best serve our customers.

Financial Well-being and Literacy

We are committed to providing customers with loans and credit lines that fit their ability to pay. Our free payment alerts and automatic payment options help customers avoid fees and better manage their money. We make policy and design choices in our online and mobile applications to encourage borrowers to pay more than the minimum and to raise awareness among customers about the benefits of paying down debt. Our clear, digitally enabled products offer financial education to customers at key moments in their lives. For example, Capital One CreditWise is a free online mobile tool – available in English and Spanish – that enables cardholders to easily see their credit profile, track its progress over time, and learn how to strengthen it.

Diversity and Inclusion

Capital One has established a culture that respects and values diversity and fosters an inclusive, collaborative business environment where all associates can feel comfortable voicing their opinions. By building a team as diverse as the communities and customers we serve, we can offer better products, better services, and a customer experience that reflects the diversity of our customers.

As our associates work together – each with different backgrounds, experiences, and perspectives – we see firsthand how ideas emerge that better reflect the interests of our customers. Inclusion of local businesses and diverse suppliers in our operations helps us better serve our customers. Working alongside our associates, these businesses add to our capabilities and bring individuals with unique skills that enhance our workforce, add to creativity and innovation, and increase our efficacy and efficiency.
our company

A view into who we are as a business
Organizational Profile

2015 ASSOCIATES

46,900
TOTAL ASSOCIATES

42,243
U.S.-BASED ASSOCIATES

Countries with Associates:
U.S., Canada, U.K., India, Philippines

2015 OPERATIONS

141
OFFICE LOCATIONS

808
BRANCH LOCATIONS

1,828
ATMS

2015 COMMUNITY INVESTMENTS

Total Philanthropic Giving:
$46.6 million

Loans & Investments:
$1.4 billion

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

BUSINESSES AND BRANDS

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

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

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

2015 FINANCIALS (in millions)

$23,413
TOTAL REVENUE

$4,050
TOTAL INCOME

$334,048
TOTAL CORPORATE ASSETS

$217,721
TOTAL DEPOSITS

2015 FINANCIALS BY BUSINESS SEGMENT (net income in millions)

- Credit Cards: $2,354
- Consumer Banking: $1,034
- Commercial Banking: $570

As of December 31, 2015
Business Overview

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

WE OPERATE IN THREE PRIMARY BUSINESS SEGMENTS

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Loan Portfolio by Segment¹</th>
<th>% of Total Portfolio¹</th>
<th>$ (billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit Card</td>
<td>42%</td>
<td>$96.1</td>
</tr>
<tr>
<td>Consumer Banking</td>
<td>31%</td>
<td>$70.4</td>
</tr>
<tr>
<td>Commercial Banking</td>
<td>28%</td>
<td>$62.7</td>
</tr>
</tbody>
</table>

¹As of December 31, 2015
Governance and Business Practices

Capital One Board of Directors

The Board of Directors believes that sound corporate governance principles and practices create a foundation for the ethical and effective functioning of the Board, its committees, and Capital One as a whole, and are vital to the future success and growth of the company. Our corporate governance practices are a key component of being well-managed and are critical to preserving the trust of our stockholders, associates, customers, suppliers, governmental entities, and the general public.

The Board of Directors has four standing committees: Audit Committee; Compensation Committee; Governance and Nominating Committee; and Risk Committee. Information on current directors and their committee assignments is available on the Corporate Governance page of Capital One's website, www.capitalone.com, under “About Us/Investors.”

Corporate Values and Ethics

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

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

A strong, ethical corporate culture is a key element of sound and sustainable corporate governance practices, and that culture starts at the top. The Board of Directors adopts and oversees our Code of Business Conduct and Ethics, which outlines the company’s expectations of every Capital One director, officer, and associate. Each year, associates are required to certify their knowledge of and compliance with the Code of Business Conduct and Ethics in a computer-based training. Because each associate plays a role in building and maintaining Capital One’s brand and reputation, our Code of Business Conduct and Ethics provides practical information and resources that help each associate enhance relationships with customers, each other, and our stakeholders.

We expect all Capital One associates to responsibly manage company information, and place particular emphasis on protecting the confidentiality of information that customers and consumers entrust to us. The Code of Business Conduct and Ethics also outlines the need for Capital One associates to avoid conflicts of interest and treat each other fairly and with respect. We provide each associate, regardless of level, with the information and tools to discuss and report suspicions of wrongdoing, including an Ethics Line and contacts in Human Resources, Corporate Security Services, and Information Security. A copy of our Code of Business Conduct and Ethics is available on the Corporate Governance page of Capital One’s website, www.capitalone.com, under “About Us/Investors.”

We have created a culture of collaboration, openness, and inclusion. Our Values of Excellence and Do the Right Thing speak to our commitment to ethical business practices and guide our business decisions each day.

Public Policy and Political Contributions

Legislation and regulations touch all aspects of our company. From designing a new product to building an app and managing the account, Capital One is impacted by the legislation enacted by lawmakers, as well as regulations issued at the state and federal levels.

Capital One actively engages in the policy-making process in order to maximize our voice on the issues that affect
our businesses, often in partnership with the company's trade associations.

More information on Public Policy and Political Contributions can be found under the Policy Affairs Annual Reports on Capital One's website, www.capitalone.com, under “About Us/About Capital One/Political Activity and Disclosures.”

**Stakeholder Engagement**

We consistently engage with our stakeholders, which include customers, clients, regulators, investors, and nonprofit organizations.

We continuously solicit feedback from these stakeholders and provide forums for open communication. Capital One executives play an important role in stakeholder engagement by interacting with individuals and small businesses in their respective communities and directing community funding to local nonprofit organizations based on local priorities. Working with these nonprofit partners enables Capital One to expand our reach and maximize the impact we have in communities across our footprint.

We engage with customers daily through our call center activities, on social media, and in our bank branches across our footprint.
our people

A view into our talented team and inclusive culture
Throughout our history, we’ve gone to extraordinary lengths to attract great talent and give them the opportunity to be great – as associates, leaders, family members, and citizens. Our workforce is our biggest, most valuable investment, and our 46,900 associates bring to our workplace a unique combination of experience, expertise, ideas, and perspectives.

We continuously challenge the status quo when it comes to developing and delivering innovative products for our customers. We’re doing the same thing for our workplace – challenging the status quo to create a workplace that widely recognizes and embraces diversity, and is inclusive of the ideas cultivated from the distinct perspectives our associates have.

It is this philosophy that guides our programs for recruiting, retaining, and helping our associates advance their careers. In 2015, we added thousands of talented associates with diverse backgrounds and experience — ranging from recent graduates to women technologists to military spouses, individuals with disabilities, and more.

Our increased focus on attracting the best and brightest Tech talent saw us hire world-class software engineers, product developers, designers, and data scientists to help us re-imagine the future of banking.

In 2015, our total workforce was comprised of 46,900 associates, based predominantly in our U.S. locations. We continue to build our reputation as a best place to work, and were honored to receive significant national, regional, and local recognition of our efforts. We were honored to be included on Fortune® magazine’s list of the 100 Best Companies to Work For. We ranked as one of Working Mother magazine’s 100 Best Companies for the tenth year in a row, ranked as one of Fatherly’s 50 Best Places to Work for New Dads, and as one of Forbes’ America’s Best Employers. We were included among the Top Companies for Executive Women by the National Association of Female Executives (NAFE), as one of DiversityInc’s 25 Noteworthy Companies, and scored 100% on the Human Rights Campaign’s Corporate Equality Index.

2015 workplace diversity

U.S. Workforce:
- **56%** WOMEN
- **44%** MEN
- **46%** DIVERSE RACES & ETHNIC BACKGROUNDS

Total Workforce: **46,900**
- U.S.
- U.K.
- CANADA
- INDIA
- PHILIPPINES

U.S.-Based Employees: **90%**

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Capital One’s commitment to diversity & inclusion

Embracing diversity is critical to getting the best talent. We believe our workforce should reflect the communities and customers we serve. Our associates bring a diversity of backgrounds, perspectives, and experiences to our company. Harnessing the collective wisdom of our people enables us to build a great company and bring breakthrough products and services to our customers.

We have always had an open and inclusive culture. We want to unleash the talents of our more than 46,000 associates to deliver on our Mission to bring ingenuity, simplicity, and humanity to banking. We embrace a meritocracy of ideas without regard to sex, race, ethnicity, national origin, sexual orientation, gender identity, protected veteran, or disability status.

— Richard D. Fairbank
Chair, Chief Executive Officer, and President
Capital One Financial Corporation
Rights Campaign® Corporate Equality Index. Given our efforts to hire and retain individuals with disabilities, we were honored to be a top-scoring company and selected as one of the Best Places to Work by the American Association of People with Disabilities (AAPD) and the US Business Leadership Network® (USBLN®), and to be named among the Top 50 Employers by CAREERS & the disableD magazine. Capital One also was named to the Military Times’ Best for Vets list and among those included on the CivilianJobs.com Most Valuable Employers (MVE) for Military® list.

While these accolades validate our workplace journey, we are more motivated by what they represent – that we are succeeding in our ongoing commitment to our associates. In order to recruit, retain, and provide advancement opportunities to the best talent, we offer associates many ways to build rewarding long-term careers with Capital One. Our goal is to create a workforce built on the shared Values of:

- Excellence
- Do the Right Thing
- Openness
- Inclusion
- Collaboration
- Diversity across multiple dimensions

**Workplace Diversity and Inclusion**

For us, a great place to work is a workplace where our associates feel empowered, where they know they can voice their perspectives and be heard, and where they see diversity and inclusion practiced every day and used to guide our business decisions. We recognize that when we bring together individuals with different experiences, backgrounds, and viewpoints they will be successful in driving delivery of innovative products and services for our customers. We help associates advance their careers through a variety of internal programs and Associate Networks, cultivating an environment that respects and values all voices and recognizes the contributions associates bring to drive the business forward.

### 2015 U.S. WORKFORCE

<table>
<thead>
<tr>
<th>JOB CATEGORIES</th>
<th>White</th>
<th>Black/African American</th>
<th>Hispanic/Latino</th>
<th>Asian</th>
<th>American Indian/Alaskan Native</th>
<th>Native Hawaiian/Other Pacific Islander</th>
<th>Two or More Races</th>
<th>TOTAL WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive/Senior Officials &amp; Managers</td>
<td>85.5%</td>
<td>2.7%</td>
<td>2.7%</td>
<td>8.5%</td>
<td>0.2%</td>
<td>0.0%</td>
<td>0.4%</td>
<td>25.5%</td>
</tr>
<tr>
<td>First/Mid-Level Officials &amp; Managers</td>
<td>68.7%</td>
<td>10.1%</td>
<td>8.2%</td>
<td>12.0%</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.7%</td>
<td>41.6%</td>
</tr>
<tr>
<td>Professionals</td>
<td>63.2%</td>
<td>7.8%</td>
<td>4.3%</td>
<td>23.2%</td>
<td>0.2%</td>
<td>0.2%</td>
<td>1.1%</td>
<td>42.1%</td>
</tr>
<tr>
<td>All Other*</td>
<td>43.1%</td>
<td>33.0%</td>
<td>15.3%</td>
<td>5.3%</td>
<td>0.4%</td>
<td>0.3%</td>
<td>2.7%</td>
<td>68.6%</td>
</tr>
<tr>
<td>Total 2015</td>
<td>53.1%</td>
<td>21.4%</td>
<td>10.5%</td>
<td>12.6%</td>
<td>0.3%</td>
<td>0.2%</td>
<td>1.9%</td>
<td>56.1%</td>
</tr>
</tbody>
</table>

*All Other includes the following EEO-1 Job Categories: Technicians, Sales Workers, Administrative Support, and Service Workers*
We aspire every day to create the best experiences for our associates and our customers. This begins with our commitment to build and foster a diverse and inclusive culture where every voice is heard and matters. We believe that everyone has a unique point of view to share, shaped by their life experiences, cultures, and passions. We believe our workforce should reflect the communities and customers we serve. By embracing diversity in an inclusive environment, we enable our associates to contribute their best selves in order to create lasting value for the company.

In 2015, we created the role of Chief Diversity and Inclusion Officer (CDIO), whose responsibility it is to help our company increase our focus on our diversity and inclusion programs and to help reinforce our open and inclusive culture. We also activated several new programs, including our Inclusive Leadership training program designed to help our senior leaders and all people managers to understand the core sources of unconscious bias and work style preferences of associates. And, to honor the 25th anniversary of the Americans with Disabilities Act (ADA) we were a corporate sponsor of the US Business Leadership Network (USBLN) America’s Disability Rights Museum on Wheels tour. The tour is a 48-foot interactive traveling “Museum on Wheels” that tells the story of the fight for equal rights by people with disabilities in the United States, celebrating the remarkable journey of dedicated activists, advocates, and legislators who transformed their status from objects of heartless discrimination, fear, and isolation, to full participants in mainstream society. Brought to life is their long struggle for equality, their hard-fought victories, and insights into what still needs to be done.

**Recruiting**

Recruiting exceptional talent has always been the highest calling for our company. Our CEO, Richard Fairbank, started the company with a single guiding principle: Recruit great people and give them the opportunity to be great.

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

- Showcase Capital One as a “destination employer” for exceptional talent
- Engage communities across our footprint in deep and meaningful ways
- Engage associate networks to build and maintain a pipeline for diverse talent
- Build lasting partnerships to source talent within professional networks and affiliations

In 2015, Capital One engaged with 52 professional partners and sponsored recruiting activities in 27 cities across the United States.

**Military Support**

At Capital One, we have a strong commitment to veterans and their families, especially in helping them transition to the civilian workforce and build lasting careers. For associates transitioning to work for our company after leaving military service, our Military Associate Network offers customized onboarding and mentoring support.

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

**Associate Networks**

Our seven **Associate Networks** serve as valuable assets to recruit, retain, and develop talent. These networks also honor associates’ shared cultural heritage and provide them with resources and support for personal and professional growth.
Our networks have always counted among their members allies – those who stand with network members and serve as ambassadors to increase awareness and understanding. In 2015, the number of allies who participated in our Associate Networks increased, and we’re planning to continue to build awareness of the important role allies play among associates.

For many of our Associate Networks, developing future leaders is an important goal. For example, both our African American and Asian Networks sponsor career development programs for their members. The Magellan Program is designed to connect, educate, and empower African American Network members with the knowledge and skills needed to manage their careers. The intensive nine-month program enables participants to develop their personal brand and provides direct interaction with leaders from across the companies as they discuss their career paths. In 2015, the Magellan Program was named as a recipient of the Top 10 Innovations in Diversity Award by Profiles in Diversity Journal®.

Our EAGLE (East Asian Growth and Leadership Effort) Program, sponsored by our Asian Network, helps first-generation East Asian associates reach their full potential, bridge cultural differences, address self-identified professional development goals, and leverage their talents and unique perspectives.

Programs like Magellan, EAGLE, and others empower our associates to step into more advanced leadership roles within our company and outside our walls with the confidence to succeed. For example, in 2015, two members of the Hispanic Network were selected among candidates nationwide to participate in the Hispanic Association on Corporate Responsibility (HACR) Young Hispanic Corporate Achievers™ (YHCA) program.

Working in collaboration to break down silos, our Women’s, Military, and African American Networks hosted a company-wide event to celebrate women’s equality and commemorate the passage 95 years ago of the 19th Amendment giving women the right to vote.

“I truly believe that Magellan saved me from feeling like a lonely ship, adrift in an expansive sea. This program, in partnership with my supportive manager, redirected my thinking about my worth in a corporate environment. Magellan reminded me about my strengths, encouraged me to face my opportunities, then showed me how to empower myself and others to do better after knowing better. Magellan fine-tuned life skills that will help me bring my best to work every day.”

– Rosetta Y. Wimbush, Trainer 1

Work at Home Agent Training and Support

Our LGBT Network, along with associate allies, sponsored Pride events in cities across our footprint. Our open culture also encouraged a dialogue among the LGBT Network and leaders across our company to support marriage equality by
signing an amicus curiae brief in support of overturning remaining same-sex marriage bans. In so doing, Capital One publicly reinforced its core beliefs of diversity and inclusion.

Women in Technology

Computer scientists, developers, and engineers continue to shape the future – in all types of industries, including financial services and banking. Recognizing the gender gap in the technology field, we are taking steps to build and maintain a tech-focused hiring pipeline, with programs aimed at young girls and female tech professionals across the spectrum, from entry-level to mid-career and executive positions.

At Capital One, we have established a Women in Technology (WIT) program to elevate the company’s focus on women working in technology. The program’s objectives focus on providing:

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

In 2015, we hosted our first-ever Women in Technology (WIT) Summit. The event brought together nearly 1,000 associates, including male allies from our Tech and Digital groups, for a time of learning, networking, and coding.

Cultivating partnerships with organizations whose mission it is to encourage girls and women to consider careers in technology is an important way in which we’re building that pipeline. We are a founding partner with Women Who Code, and support organizations such as Techsters, the National Coalition of Girls Schools, and Black Girls Code. In 2015, we were one of five Diamond Sponsors for the Grace Hopper Celebration of Women in Computing, joining with other prominent technology companies.

Supporting Those with Disabilities

By celebrating differences and allowing associates to bring their total selves to work, we foster a workforce that is engaged, creative, and capable of delivering innovative products and services.

CapAbilities Network

Begun in 2014, this Associate Network provides a forum for associates with disabilities, caregivers of individuals with disabilities, and allies to come together to get to know one another, create a support network, conquer stereotypes, and extend our outreach into local communities.

A Focus on Autism

Launched in 2009, Capital One’s Autism Spectrum Connection serves as a resource for parents with children on the autism spectrum. The program helps associate members navigate health insurance and financial issues, access insight and research, enable community services, and create a network for emotional support.

Our Autism at Work program, begun in 2014 as a way to demonstrate our belief that everyone should have the opportunity to succeed, is a 10-week, paid, professional internship program for college students on the autism spectrum. We pair each intern with an associate mentor who helps to ensure the intern has the tools and resources needed to succeed as he or she participates as a member of a business team. Students gain real-world experience, with the potential to secure permanent employment following completion of the program.

Blake Beery, a participant in our Autism at Work program, interned with our Card Technology team. He worked with his team of software engineers on a re-platforming initiative, participating in team meetings and completing coding assignments.
A Culture of Openness and Engagement

At Capital One, we believe that a great workplace is one where associates feel engaged, connected, heard, and intellectually invested. We welcome an open dialogue and exchange of ideas at all levels of the company, from frontline associates to our most senior leaders.

Giving Associates a Voice

Our Voice of the Associate program empowers frontline associates, who interact directly with our customers, to share feedback and ideas for helping to continuously evolve our customers’ experiences with us. This program also enables our associates to make suggestions for simplifying our internal processes, making it easier for them to work.

Harnessing the Power of Allies

At Capital One, we provide associates with many opportunities to participate in conversations with a wide range of speakers. These speaker series are designed to be educational as well as to foster open dialogue on a number of topics and create networking opportunities for associates.

For example, in support of our focus on diversity and inclusion commitment, in 2015 we invited associates to join guest speaker Jennifer Brown in an insightful discussion and training on the topic “The Power of Allies.” She spoke about the importance of helping everyone bring their whole and authentic selves to work, and pointed out ways in which if that happens within a workplace as an expectation, we each can uncover unexpected talents and ways to contribute. She also challenged associates, especially leaders, to step outside their comfort zone to become champions and ambassadors for diversity and inclusion.

Recognizing Work Well Done

Recognition is at the core of our open, collaborative culture. We have implemented several formal and informal recognition programs to celebrate great work. Our highest, most prestigious award, known as the Circle of Excellence Award, is presented by our CEO each quarter. It recognizes game-changing, large-scale projects that have significant impacts on how we operate or serve our customers. Since 1997, we’ve honored more than 5,500 associates. Associates also can recognize great work by individuals through a wide range of recognition programs that make up our Associate Recognition program.

“With the Circle of Excellence, we take an important pause to celebrate the great work that our associates do along the way. This is an accolade to strive for, because this showcases to our people that we value what they do.”

– Executive Sponsor

| 316 recipients in 2015 | 316 recipients in 2015 |
| $1,500 awarded to each associate along with invitation to luncheon with Richard Fairbank | $1,500 awarded to each associate along with invitation to luncheon with Richard Fairbank |

| 36,201 ideas received for streamlining or improvements | 36,201 ideas received for streamlining or improvements |
| 3,344 resulted in actual changes to the way we work or serve our customers | 3,344 resulted in actual changes to the way we work or serve our customers |

voice of the associate

SINCE THE INCEPTION OF THE VOICE OF THE ASSOCIATE PROGRAM:

36,201 ideas received for streamlining or improvements

3,344 resulted in actual changes to the way we work or serve our customers
Corporate Onboarding Program

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

In 2015:

- 644 onboarding classes
- 47 locations

“Having the opportunity to see the culture outside of my main office was a priceless experience, as was getting to know people from other departments.”

– Peter Musso, Manager, Community Finance

Assisting Our New Hires

We’re sensitive to the fact that we’re hiring people, not just adding to our workforce. And we know that starting a new job can feel like the first day of school – a mix of excitement and anxiety about what to expect. That’s why, at Capital One, programs and processes are in place to ensure that this transition is always a welcoming and seamless experience for new hires as they adjust to their new environment.

For our new professional associates, we offer:

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

In addition, we help managers by providing guidance on how to best support their new hires and connect them with resources and information about the company, policies, procedures, and ways to get involved. Our lines of business run supplementary onboarding programs to welcome new associates in their areas, familiarize them with their business, and get them access to work tools required to do their work.

Developing Our Associates

Recruiting and retaining exceptional talent have always been top priorities for our company. We want our associates to continually acquire skills and expand their knowledge and competencies so they can achieve personal and professional growth. We offer a variety of programs that support our associates’ development goals, including Capital One University, a Career Development Center, our performance management program, coaching programs, and supplemental specialized learning opportunities offered by several of our lines of business.

Capital One University

Capital One University (COU), our nationally recognized learning organization, is the centerpiece of our learning environment. COU offers hundreds of development programs and courses that are flexible and inclusive. We combine classroom, virtual, social, and online learning to support associate development across all lines of business and learning styles, regardless of work location. In 2015, COU offered 1,536 instructor-led classroom courses, 611 instructor-led virtual classroom sessions, and 2,712 unique eLearning programs. Training magazine ranked Capital One number 9 among its top 125 national training organizations.

Career Development Center

We want our associates to focus on career development as well as business objectives. Our Career Development Center (CDC) helps associates define their interests and development goals and take ownership of their careers. This is achieved through the coordinated use of career development programs and resources, including coaching, mentoring, and personalized development plans.
assessments, online and offline training, and professional career counseling.

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

- Leadership roadmap
- Mentor and networking opportunities
- Career assessments
- Targeted career development training
- Manager training and best practices
- Navigating through change
- Skill assessments
- Competency training

Capital One’s CDC supports associates throughout their career lifespan – even if they need outplacement services.

We also offer services such as interview and resume-writing workshops to associates’ family members.

### Innovative Workspaces

Innovative workspaces are an important part of our effort to foster collaboration and engagement among associates. Our Workspace Design Strategy, which is rolling out across the Capital One footprint, inspires creativity, enables collaboration, and creates a flexible team environment to connect associates across all parts of the company.

We are creating workspaces that:

- Are light, open, and inspiring in order to encourage creativity and innovation
- Provide choices and flexibility, enhance productivity, integrate technology, and support collaboration while preserving personal space
- Embody our mission to bring simplicity and humanity to banking, instill pride and personality, and enhance well-being and happiness

Our open, vibrant, and innovative workspaces, like this one in our San Francisco Lab, inspire creativity, collaboration, and innovative problem solving – all in support of our mission to bring humanity to banking and simple, easy-to-use products to our customers.
Our Associate Benefits Programs

Benefits

Capital One offers a benefits program that is focused on helping our associates be well – physically, financially, and emotionally. Our broad range of programs gives our associates the support they need to be healthy and productive.

Flexible Work Solutions

For some of our associates, a traditional work schedule or location doesn't align with their business goals and personal commitments. Capital One offers a Flexible Work Solutions program that provides associates flexibility with time, location, and technology. As a result, associate feedback on our annual All-Associate Survey indicates that these options increased associate satisfaction.

Wellness

We've made it a priority to provide a healthy work environment and give our associates opportunities to focus on their health.

Through our Be Well program, we offer a variety of interactive health and wellness resources and activities to help our associates and their eligible spouses/domestic partners improve nutrition habits, increase physical activity, manage stress, achieve a healthy weight, and take control of chronic health conditions. Among them are:

- Free health screenings and preventive exams
- Flu shots
- On-site primary care health centers and pharmacies
- On-site weight management programs and nutritional counseling
- Healthy activity trackers
- Physical activity challenges
- Subsidized memberships with Weight Watchers®
- On-site fitness centers
- Healthy lifestyle coaching
- Online health programs
- Care management nurses
- Subsidized healthy menu items
- Pharmacy discount program for chronic conditions

Childcare Services

Life is full of surprises and challenges, and sometimes our associates need help managing childcare. For times when regular care plans fall through, we offer back-up dependent care benefits.

on-site Be Well health centers

As part of our continuing efforts to encourage all Capital One associates to be well, Capital One has Be Well Health Centers at 7 of our campuses.

Our health centers, which are available to all associates and their immediate family members, are a convenient method for treating urgent and non-urgent illnesses.
Our programs and workplace environment encourage collaboration and offer the flexibility needed to meet our associates’ diverse work styles and personal needs.

**Employee Assistance**

Sometimes associates need specialized support to help manage family and personal situations. Our Employee Assistance Program provides associates with 24/7 access to resources, support, and services covering a variety of topics.

**Educational Assistance**

When our associates’ goals include furthering their education, our Educational Assistance Program offers them an annual budget to use for tuition, books, and eligible fees at accredited institutions.

**Family Friendly Leave**

Our Leave Program gives new parents the gift of time away from work to bond with their new child. The program includes the following types of leave: Maternity, Paternity, Secondary Parental Care, Adoption, Foster Care, and Birth via Surrogate.

**Associate Discount Program**

We offer a generous Associate Discount Program that provides easy online access to hundreds of everyday discounts, including travel, shops, restaurants, and more. Discounts also are available to designated family members.

**the opportunities ahead**

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

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

A view into our commitment to build healthy, thriving communities
Community Impact

For us to succeed as a company, the communities in which we live and work must thrive. As a financial institution, we embrace the opportunity to use our resources to promote economic opportunity for communities and to help small businesses, individuals, and families succeed.

A community is as strong as the local economy. That’s why we make strategic investments in community-based partnerships whose missions focus on creating steady jobs and helping individuals and families achieve economically stable futures. These organizations provide education and job training, safe and affordable housing, financial literacy skills building, and small business development. With local community knowledge and our ability to catalyze economic opportunities, we are able to offer customers and community members tools to succeed:

- Greater access to mainstream banking
- Support for small businesses
- Help with housing
- Economic opportunity and skills training for the 21st century
- Financial support for community development programs

Taking Action Together

Capital One associates are engaged in their communities, and proudly represent the company through volunteer activities, leadership on nonprofit boards, and pro bono service to local nonprofit organizations.

We engage in volunteer events that maximize our philanthropic strategy and reflect the generous spirit of our workforce — whether it is working with children one-on-one at a local school, constructing a new home for a deserving family with Habitat for Humanity, transforming a community library into a digital learning center, teaching middle school children to code, or using business acumen to help a nonprofit organization more effectively deliver on its mission. Every day Capital One associates are invested in the communities in which they live.

Our associates spent thousands of hours volunteering in activities with our nonprofit partners. Here, associates from our Card Partnerships team sort clothing as part of a Dress for Success event.

investing for good in 2015

$46.6M in total giving

366,000 hours in volunteer service

55% of associates volunteered

3,800 nonprofits helped

“I’m so appreciative to work for a company like Capital One which has created an environment where associates don’t need to make a choice between work and serving the community. Here we can do both, without compromise.”

– Chip Miller, Director, Market Intelligence
Helping a Community Rebuild

In September 2005, Capital One announced an agreement to acquire Hibernia Bank, the leading bank in Louisiana and a presence in Texas. As we planned our entry into banking, we had scoured the country to find the right partner and had found the perfect fit in Hibernia. Shortly before we closed the Hibernia deal, New Orleans, LA, where Hibernia was headquartered, and the surrounding areas were hit by Hurricane Katrina – the biggest natural disaster in America’s history. The courage and commitment of Hibernia’s people following this tragedy were awe-inspiring. They rose to the occasion at every turn, and worked with our customers and communities to help lead the recovery. We learned a lot about Hibernia’s people as they faced adversity, and we were incredibly impressed with them and those in what had become one of our newest communities in our footprint.

2015 brought the 10th anniversary of Katrina. We will never forget the devastation the storm brought, and we continue to be inspired every day by the partners we’ve worked with in the past 10 years to help the community rebuild. Over the ten-year period, our investments have included:

- $30 million made available for associates’ housing and emergency shelter needs
- $2.7 million for associate emergency expenses
- $100 million New Market Tax Credit investment in the Louisiana Gulf Opportunity Zone
- $8 million in loans to small businesses as part of Louisiana Emergency Bridge Loan Program

Also, between 2007 and 2015, we made $711 million in Community Development loans, $167 million in Community Development investments, and $20 million in grants for our nonprofit partners to support their communities.

Giving People a Future Edge

As we evolve as a business, we recognize that our vulnerable populations are undergoing massive transformation as well. As technology hurtles us toward a more productive and prosperous future, the sheer pace of change threatens to leave many behind. With looming gaps in education, skills, and earnings today, opportunity is out of reach for many.

We live in a world where the pace of innovation is breathtaking and the forces of disruption present defining strategic opportunities and risks. Tech companies, from the biggest names to well-funded start-ups, are vying to become the front door to banking. To put ourselves in a position to win as digital redefines banking and payments, we are evolving and building the talent and capabilities of a leading information-based technology company.

To help address these gaps and prepare our vulnerable populations for tomorrow, today, in 2015 Capital One launched Future Edge, a $150 million effort to help more of America’s workers and entrepreneurs get the skills, tools, and resources they need to succeed in the 21st century economy.

Capital One is also investing $150 million over five years to empower more Americans to succeed in the digital economy.

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<tr>
<th>21st century skills</th>
<th>small business development</th>
<th>financial well-being</th>
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<tbody>
<tr>
<td>100% of graduates are employed or enrolled in school full time</td>
<td>145 entrepreneurs connected with business mentors</td>
<td>63,582 students in middle and high school learned to balance a budget</td>
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a place-based approach

Neighborhoods are unique, and our approach to serving them is multifaceted. We start by learning about the barriers to success, and then use our resources and influence to connect community and civic leaders, nonprofits, and our incredible associates across our business lines.

Focus On Near Northside: Houston, TX

When we began working with Houston’s Near Northside neighborhood several years ago, the community had been long neglected, with struggling small businesses and a metro system that disrupted traffic to the businesses. The educational achievement of the children was lagging far behind that of children in greater Houston. The community had inadequate infrastructure, high crime, and limited employment opportunities.

Over the past five years, our focus has been on spurring redevelopment and growth in this historic low- and moderate-income neighborhood, where most of the businesses are family owned.

Our work includes:

- **Building Skills for the 21st Century**: As part of a district-wide initiative of creating a global graduate ready for the 21st century, we worked with Houston Independent School District to create the Dream On/STEAM On program. The program equips students with knowledge in the science, technology, engineering, arts, and math (STEAM) fields. Through working with drones, students will have the opportunity to project manage, develop presentation and communication skills, think critically, and lead and make informative and adaptable decisions.

- **Increasing Education Opportunities**: We partnered with the Boys and Girls Clubs of Greater Houston to unveil the Capital One Tech Lab. With access to equipment such as Apple® iPad® mobile digital devices, robotics kits, 3D printers, and a SMART Board, students gained digital literacy skills, learned how to utilize social media appropriately, and had access to online college and job applications as well as apply for financial aid and scholarship opportunities. Through the RockIt! program, middle school students learned financial literacy skills while building a rock band.
Job Skills and Education

We believe education is essential to unlocking one’s potential. With the right skills, knowledge, and drive, everyone can have a lifetime of success. We promote continued learning by investing in human capital programs that expand educational opportunities for individuals of all socioeconomic backgrounds. Through our support of workforce development programs, we help job seekers develop marketable job and leadership skills at every level of their career journey.

Our Partners

As part of the Future Edge initiative, we launched a new partnership with global educational institution General Assembly to support its Opportunity Fund. The Opportunity Fund provides fellowships to low- and moderate-income individuals seeking advanced digital skills, thus facilitating a more diverse community of talent in the tech industry. Future Edge participants will have full access to General Assembly’s resources, including its hiring partner network and career path support. To date, more than 40 individuals in New York, Washington, D.C., and San Francisco have participated in the program after receiving fellowships.

We are also partnering with Grovo®, a learning technology leader that specializes in digital skills training. Together, we have created a micro-video-based digital literacy curriculum that is free of charge for users. Individuals from all socioeconomic backgrounds – including low- and moderate-income communities – will be able to develop their basic digital skills and find new career opportunities. In 2015, together we launched the “Future Edge Digital Challenge,” a free, modular digital literacy skills program designed to prepare low- and moderate-income individuals with the digital skills they need to fill middle-skill jobs – which typically require less than a bachelor’s degree and that pay above the national living wage. To date, more than 1,750 people have completed more than 28,000 unique lessons.

Empowering Individuals To Succeed

Technology is changing the world at a rapid pace, unleashing opportunity for a new cadre of job seekers. Recognizing that gaps in education, skills, and earnings make this opportunity out of reach for many, Capital One led the launch of Future Edge, an initiative to empower more Americans to succeed in an ever-changing digital economy. Through Future Edge, we are focusing $150 million in community grants and initiatives over the next five years, all aimed at:

• Helping small business owners grow and compete
• Helping America’s workforce fill the jobs of today and tomorrow
• Providing individuals with money management tools to help them prepare for the future

C1 Coders

The 10-week C1 Coders program is designed to teach middle school-aged students introductory software development skills in a fun and engaging environment. Students learn how to develop apps for mobile devices while growing computational thinking skills. They focus on learning and understanding algorithms, abstraction, decomposition, pattern recognition, and generalization. The students also create working mobile apps that they can share with their friends and family. More than 550 Capital One volunteers – in Wilmington, McLean, Richmond, Plano, and Chicago – have shared their time to help hundreds of students across 30 middle schools learn to program their first mobile apps before they graduate middle school.

“Working with Capital One through their Future Edge initiative, we’ve been able to empower low- to moderate-income individuals to pursue work they love, through instruction and opportunity in technology, data, business and design. The terrific partnership we have with Capital One is helping to change people’s lives.”

– Jake Schwartz,
Co-founder and CEO of General Assembly
“Capital One has been an amazing partner for Black Girls Code. In addition to the financial and volunteer support, this is a company that believes in our mission that girls of every color and from all communities, including those in under-represented communities, can master the tech skills of tomorrow, today.”

– Kimberly Bryant, Founder and CEO, Black Girls Code

Year Up

Year Up is a national nonprofit organization focusing on workforce development. It strives to close the opportunity divide by providing young adults (18–24 years old) in 18 U.S. cities with skills, experience, and support that can empower them to reach their potential through professional careers and higher education. Since 2006, Capital One’s support of Year Up has included regional resources for the organization’s core programming in our key markets; national support for the organization to track, engage, and measure its alumni as they professionally progress; and internships and hiring opportunities in select markets within our footprint. Our associates also lend time and expertise to the organization as board members for regional offices.

AdaptivePath.org

Acquired by Capital One in 2014, Adaptive Path was founded in 2001 as a pioneer in user experience (UX) design. The organization provides UX consultancy to help businesses and organizations solve problems and improve their products, services, and systems through a human-centered approach.

In 2015, we launched AdaptivePath.org as a way to offer pro bono engagements to nonprofits who are looking to improve the user experience for their clients. For example, associates have worked with the Richland Public Library system in their efforts to re-imagine public libraries as studios. We’ve also invested time in helping The Harris Foundation redesign RockIt!, their immersive learning C1 Coders includes training, boot camps, and one-day hackathons. As of December 2015, we engaged 750 students in 24 different schools.
program that brings financial literacy to public schools across the country. Our two-day workshop exploring different experiential opportunities led to a new curriculum, a roadmap for the future, and a solid plan for production and implementation.

**FAFSA and College Preparation**

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

To help simplify the process of applying for federal student aid and to help students make the most of available resources, Capital One partnered with the Center for New York City Affairs at the New School to create [FAFSA: The How-To Guide for High School Students (and the Adults Who Help Them)](https://www.fafsa.gov). This user-friendly resource decodes FAFSA and answers difficult questions that students and families frequently face.

“*We are incredibly grateful for our partnership with Capital One. Year Up can only close the opportunity divide when businesses like Capital One are willing to open doors for young adults of diverse backgrounds. All of our Capital One-supported interns have been hired in jobs that make their careers a dream come true. What is most impressive is that every one of those young adults emerge out of their internship ready to work because of the hands-on training and development that they received. They’ve also experienced what it means to be a part of a high performing, agile, and collaborative team.*”

— Guylaine Saint Juste, Year Up National Capital Region, Executive Director

**FAFSA guide**

During the 2015 “FAFSA season,” Capital One and the New School distributed 15,000 guides to every New York City high school and nonprofit organization operating college-focused programs.

Click below to download the guide at no charge:

[DOWNLOAD FAFSA GUIDE](https://www.fafsa.gov)
Financial Capability

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

We provide resources such as Capital One CreditWise, a free online and mobile tool introduced in 2014, that helps our customers easily track, protect, and strengthen their credit profile.

Many of our customers want to better manage their debt and learn more effective money skills. Through a free nine-month program called Debt Boot Camp, we connect these individuals with professional mentors and financial coaches, as well as access to tools and resources that outline steps to eliminating debt. Since Debt Boot Camp launched in 2012, we have partnered with a variety of community nonprofit organizations including Money Management International, Earl Carl Institute, Covenant Community Capital, and Kingdom Builders’ Center. In addition to learning how to create a budget, use credit cards, and invest wisely, program participants also receive free Capital One savings accounts and Individual Development Accounts (IDA), which match contributions up to $4,000. In 2015, we expanded the program to include Dallas, TX. More than 400 participants have graduated from our Houston- and Dallas-based programs.

Students engage in four weeks of classroom curriculum that supports state and national math and civics requirements, followed by an experiential learning field trip to Finance Park where they can use their financial training and knowledge in a simulated city.

Throughout the course of our partnership, we have brought the Junior Achievement Finance Park program to children across the country on a variety of platforms. While the capstone learning facilities are located full time in six of Capital One and Junior Achievement’s key markets, there also are mobile Finance Park units that travel to four other regions throughout the year.

Capital One and Junior Achievement of the National Capital Area partnered to build two permanent Finance Park facilities that support entire school districts. Beginning in the 2015 school year, every eighth-grade student in Prince George’s County, MD, and in Fairfax County, VA, will have the opportunity to experience Junior Achievement Finance Park. To date, Capital One has invested approximately $19 million in our partnership with Junior Achievement, and thousands of our associates have volunteered hundreds of hours at Junior Achievement Finance Park facilities teaching important financial literacy skills to students.

Junior Achievement® and Finance Park

Since 2006, Capital One has partnered with Junior Achievement as part of our ongoing commitment to ensuring financial literacy for everyone. Together, we have successfully expanded the reach of Finance Park, an award-winning month-long financial literacy education program that introduces personal financial planning and career exploration to middle and high school students.

Hundreds of our associate volunteers help young people in many cities prepare to tackle the various financial situations they will face as adults.
Increased Access to Financial Services

Full-service banking is the best way to safely manage personal finances. However, many low- and moderate-income neighborhoods lack easy access to banking services and are left with few viable and affordable options. At Capital One, we make providing banking to low- to moderate-income neighborhoods a key part of our commitment to help residents realize their financial goals, and work with partners who share our commitment to these communities.

**Grameen America®**

Capital One partners with Grameen America to help people living in poverty become economically self-sufficient. Grameen America is the U.S. affiliate of Grameen Bank, an international organization providing micro-financing to entrepreneurs living in poverty. Through significant grants, we support Grameen’s efforts to expand their national footprint and train new talent to serve their cause. Our partnership with Grameen has resulted in more than 8,000 borrowers, across six branches in New York, New Jersey, and Texas, opening up no-fee savings accounts at Capital One. We also have provided $1.5 million in low-interest loans for re-lending.

**Business Outreach Center Network**

The Business Outreach Center (BOC) Network’s mission is to improve the economic prospects of traditionally underserved groups. In particular this organization focuses on helping low- and moderate-income entrepreneurs and the communities in which they have established their businesses to succeed. Through a network of nonprofit partners across New York City’s five boroughs, BOC delivers culturally relevant business support services such as one-on-one counseling, workshops and training, networking, and access to capital through its affiliate, BOC Capital, a U.S. SBA micro-lender and certified Community Development Financial Institution (CDFI).

Since 2014, Capital One has provided $115,000 in grants to support the BOC’s micro-entrepreneurship program and expansion into the South Bronx Business Incubator. We also have approved a low-interest loan in the amount of $500,000 which BOC Capital uses to facilitate small business lending across New York City.

In 2015, we expanded our support of BOC’s Tech Toolkit for Entrepreneurs program to include a project called Tech Steps for Women-in-Business. This project, which benefits participants of BOC’s Women’s Business Center and Child Care Business Development programs, provides participants with a tech assessment and the opportunity to receive other technology-related services through one-on-one counseling and workshops. Participants also learn skills such as cash flow management and recordkeeping, business and customer communications, and business operations. Seventy-five women participated in the program in 2015.

When BOC expanded its operations to the Bronx, we provided support that helped the organization establish the Bronx Business Incubator and launch a Bronx Business Outreach Center site to deliver business counseling, as well as lending and other support services in the borough.

We continue to partner with BOC through two retail branch locations in Brooklyn and Queens to open savings accounts for participants of BOC’s matched savings programs for refugees. Program participants open a Capital One savings account, participate in financial education workshops, and receive one-on-one counseling while building their savings. In 2015, 25 participants opened Capital One savings accounts.

Susana is a Grameen member in Jackson Heights, Queens, who launched her own nail salon with financing and support from Grameen America.
Affordable Housing

When an individual or family has a safe and stable place to live, they are more likely to succeed at school and in their professional lives. Affordable housing is essential for thriving communities, but many individuals and families lack this basic necessity. We support affordable housing initiatives through a comprehensive approach centered on healthy neighborhoods. We contribute our skills and resources to prevent homelessness, increase homeownership, stabilize vacant properties, and expand the stock of affordable rental housing.

Mortgages

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

In 2015, Capital One Home Loans continued to prioritize mortgage financing for low- and moderate-income (LMI) families, originating approximately $685 million in LMI volume. Our Home Loans business has continued to expand product offerings for these families while maintaining core programs such as closing cost assistance and Home Loans branch events.

Blueprints to Buildings Fund℠

As cities across the country become increasingly attractive places to live and work, low- and moderate-income residents are having an even harder time finding or maintaining affordable housing. These households can face overcrowding, displacement pressure, sub-standard housing, increased/burdensome transportation costs, and/or homelessness. Further, when households are forced to pay a larger share of their income on housing, they have to sacrifice other essential needs and building up other assets.

To help identify a solution, we held conversations with nonprofit housing partners across our footprint. As we talked, these leaders consistently highlighted two obstacles that hindered their efforts to build more affordable housing: a shortage of available sites in increasingly competitive markets and the resources to acquire the sites that are available. When asked how we could make a difference, the answer was clear: pre-development resources, including patient low-cost capital, that would allow them to identify sites, conduct due diligence, and put down deposits.

As a result, in 2015, we launched a new fund we call the Blueprints to Buildings Fund. With the goal of increasing the construction of affordable housing units in New York, San Francisco, and Washington, D.C., and a commitment of $4.5 million, this competitive program supports the pre-development and project planning efforts of neighborhood-focused nonprofit organizations through grant support, a pre-development line of credit, and training and technical assistance.

Through our work with six developers over the next three years, our goal is to help nonprofits in the above-mentioned cities complete pre-development activities for several projects that will result in nearly 1,200 new units of affordable housing.

Construction Loans

Capital One Community Development Corporation II, a nonprofit subsidiary of CONA, provides construction loans to nonprofit affordable housing developers to create more homeownership opportunities for low- and moderate-income individuals and families. The average construction loan we provide is $500,000, with loans centered in Houston, Dallas, and New Orleans.

In 2015, Capital One launched the Louisiana Affordable Housing Fellowship, a statewide training program that uses a unique combination of classroom instruction – designed by NeighborWorks America® – and practical application to train and certify participating organizations in the development of affordable housing. The Fellowship addresses the shortage of housing developers that exists throughout Louisiana and is our response to the noticeable reduction in available training opportunities for nonprofit community housing development organizations in the area.

We collaborated with four nonprofit organizations on the development, implementation, and execution of the program:

- NeighborWorks America – supported instructional training and supervised project-based clinics
- Louisiana Housing Corporation – supported housing and travel expenses for state-certified Community Housing Development Organizations (CHDOs)
• Mid-City Redevelopment Alliance – served as the nonprofit development partner in construction of CAP-Lab House
• Louisiana Housing Alliance – coordinated program logistics, served as the fiscal agent, and managed the CAP-Lab House development project

Community Finance

Capital One’s Community Finance team manages a $5 billion loan and investment portfolio focused on affordable rental housing. We provide capital to finance affordable housing developments built by nonprofits, local agencies, and specialty developers. By bringing our financial expertise to bear on developments with multiple public and private funding sources, we are better able to address critical community needs through customization, flexibility, and innovation.

While many low- and moderate-income families aspire to homeownership, they often require affordable, quality rental housing while working to achieve their goal. We work with local developers to invest in affordable rental housing and create local jobs. In 2015, Capital One provided $1.4 billion in loans and investments, creating more than 11,000 safe, affordable places to live, and more than 13,000 jobs across our markets.

Supporting Diverse Communities

With the cost of rental space continuing to rise, San Francisco’s nonprofits face increasing economic challenges that put their ability to fully deliver on their missions to the test. In 2015, we learned about the LGBT Community Center, which was located in a building in desperate need of redesign and rehabilitation. Capital One provided a $4.4 million term loan, a $933 thousand bridge loan, and $4.1 million in New Market Tax Credit (NMTC) equity for the project. With the freshened space, there will be an increased amount of rentable space, which helps with the organization’s bottom line.

Repurposing with a Purpose

After Hurricane Katrina hit in 2005, the Andrew J. Bell high school in New Orleans sat vacant. Today, the building, now known as the Bell School Arts Campus, is being refurbished to contain 79 units of affordable housing for artists and their families. There will also be 45,000 square feet of green space and 20,000 square feet of community space including artist gallery space, a stage, and a craft room. Capital One provided $18.3 million in bond financing and a $20 million investment in 4% Low Income Housing Tax Credits (LIHTC) through Raymond James.

New Markets Tax Credit Program

Capital One has been an enthusiastic investor in the New Markets Tax Credit (NMTC) program as we share its goal of driving new and increased investment to mixed-use projects that expand economic opportunity in low-income communities. Since 2005, Capital One has invested $1.6 billion across the U.S., specializing in the NMTC program.

Los Barrios Unidos Family Health Center

The Los Barrios Unidos Family Health Center will provide a new primary healthcare service center in one of Dallas’ most poverty-stricken neighborhoods. The first-rate ambulatory care facility will include 15 exam rooms and will support 24 employees, including physicians, nurses, and support staff. The clinic will be scalable, meaning that clinic staff will grow as the patient population grows. Capital One provided $2 million in NMTC allocation, $2.3 million in NMTC equity, and a $3.45 million bank bridge loan for the project, with a total NMTC allocation of $7 million.

Mission Asset Fund

The Mission Asset Fund empowers consumers through timely financial education matched with socially responsible financial products. Since 2013, Capital One has provided more than $200,000 in grant support to the organization’s Lending Circles. Through these lending circles, low-income individuals access zero-interest, no-fee small dollar loans and work to build their credit. To date, the Lending Circles have helped more than 5,000 individuals with more than $5 million in loans made through 53 nonprofit partners in 18 states. Loans average $1,000 with a repay rate of 99%.
Support for Small Businesses

Small businesses play a critical role in supporting thriving communities – as employers, as agents for economic growth, and as symbols of progress and vitality for local residents – but owning one can be risky. To help small businesses grow and expand, Capital One provides small business owners with increased access to capital and opportunities to interact with trusted mentors, coaches, and advisors.

**Increased Access to Capital**

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

Our partnership with Kiva is another example of how we are investing in nonprofits that use technology to help connect entrepreneurs with capital. Kiva is a global micro-lending organization that uses a crowdfunding, social underwriting model. Kiva enables individual lenders to make loans directly to microbusiness borrowers via the Internet, without a microfinance institution in the middle. In 2015, Kiva used a Capital One grant of $150,000 to significantly scale up Kiva’s lending across the U.S. and to launch Kiva Cities in the D.C. metro area and Richmond, VA. Also in 2015, Capital One made a three-year $380,000 commitment to grow Kiva’s operations in California through July 2018.

Capital One is expanding access to financial services for hundreds of small business owners who lack access to capital, in order to give them an opportunity to grow their business, accelerate job growth, and improve their local economies. At Capital One, and across every business we work with, we are seeing just how significantly technology can change and improve the way a business operates. For example, we have a longstanding partnership with Accion U.S. Network, the largest nonprofit microfinance network in the U.S., to enhance lending to entrepreneurs. In 2015, Accion U.S. Network used a $160,000 Capital One grant to employ new technology-driven risk assessment tools to improve and expedite its underwriting processes. Going forward, Capital One will support the Accion Modernization Project, a major effort to standardize lending processes and systems across the four Accion member organizations by implementing a common lending platform and CRM.

Through **SmallBizDev Hackathons**, we are enabling aspiring entrepreneurs to try their hand at creating new mobile and web solutions for the 23 million small businesses operating in the United States today. In 2015, we held two successful hackathons in San Francisco and New York City with the help of Spark Business, Digital Labs, and two leading nonprofit organizations.

**Mentoring and Coaching**

In addition to access to capital, small business owners often can benefit from guidance and mentoring on the fundamentals of opening, running, and sustaining a business. Capital One invests in nonprofit partners that offer programs designed to increase the business management literacy of business owners. The types of skills these programs focus on include helping business owners to:

- Develop and fortify their business plans
- Streamline their infrastructure and operations
- Uncover solutions to challenges that result in strengthened businesses overall

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**Investing in small businesses**

Impact of $500K matching loan investment to Kiva (starting in 2013 and ending in mid-December 2015):

- **869** small businesses funded
- **$1.3M** loans made
- **89%** repayment rate
- **54%** of loans made to ethnic minorities
- **52%** of loans to women
Gaining Business Management Skills

Getting Down to Business
Running a successful small business is no small feat. While many small business owners have a clear vision of where they want to go, making that vision a reality requires a strong grasp of basic technical skills. Capital One’s Getting Down to Business program, designed for owners whose businesses have annual revenues of less than $1 million, features a multi-course curriculum that addresses the core needs of small businesses.

The program includes a matched savings component up to $2,000 that the business owners can use for operations, staffing, or the purchase of supplies – upon completion of the program. In addition to providing classroom instruction on topics such as networking, business plan development, and management skills, the program also pairs participants with a personal financial advisor, personal banker, and business coach. Upon graduation from the program, participants receive a financial match on their savings from Capital One Bank and an Apple® iPad mini™ mobile digital device with specialized apps for their business.

Each small business owner receives one-on-one coaching and mentoring from Service Corps of Retired Executives (SCORE) business mentors, Capital One Business Bankers, and Money Management International personal financial advisors. These coaches and mentors continue to engage with the contractors for long-term support following completion of the course. Capital One also provides free small business savings accounts to each participant to encourage and support their savings plans and goals.

The Catapult Fund
The Catapult Fund, launched in 2015, is a training program designed for entrepreneurs with creative-based businesses in operation for at least one year and with gross annual revenue of less than $500,000. Participants receive extensive training in the fundamentals of owning a small entrepreneurial business, including budgeting, accounting, insurance, and marketing among other topics related to business ownership. The program will continue in 2016, and will focus specifically on entrepreneurs who own culinary arts-related businesses.

Construction Contractors’ College
The Construction Contractors’ College (CCC) is a comprehensive, nine-month small business training and development program in Houston, TX. It was designed to equip and prepare qualified owners of small and mid-size businesses with a focus in construction with the knowledge, resources, and guidance they need to successfully bid and win major construction contracts.

Each small business owner receives one-on-one coaching and mentoring from Service Corps of Retired Executives (SCORE) business mentors, Capital One Business Bankers, and Money Management International personal financial advisors. These coaches and mentors continue to engage with the contractors for long-term support following completion of the course. Capital One also provides free small business savings accounts to each participant to encourage and support their savings plans and goals.

Hot Bread Kitchen
Since 2014, Capital One has invested approximately $100,000 to support Hot Bread Kitchen’s business incubator and access to capital program. Hot Bread Kitchen is a nonprofit social enterprise dedicated

helping small business owners

Since the Getting Down to Business program began in 2009, Capital One has worked one-on-one with small business owners in New Orleans, Houston, Dallas, and Baton Rouge.

GRADUATES HAVE SEEN IMPRESSIVE RESULTS:

- 70% have increased sales, revenue, and profits
- 83% have implemented a new business or marketing plan

Capital One’s Construction Contractors’ College is a training program designed to help Houston, TX, area small business owners grow the skills they need to bid on and win major construction contracts. Following nine months of classroom curriculum, each will receive ongoing mentoring and free Capital One small business savings accounts.
to building lasting economic security for low-income, immigrant and minority individuals by creating pathways to professional opportunities in the culinary industry. The organization’s employer-driven workforce development and business incubation programs, Bakers in Training and HBK Incubates, help participants develop skills and passion in the culinary arts, transcend common barriers to fair wage employment, and achieve financial independence and success in New York City’s $5 billion food manufacturing industry.

In 2015, we supported Hot Bread Kitchen’s access to capital program to enhance business assistance for incubator members and alumni businesses on an accelerated growth track by offering a more advanced set of services to help them obtain business capital.

Our associates lead workshops for Hot Bread Kitchen staff, HBK Incubates members, and participants in the Bakers in Training program on topics such as cash flow management, customer service, access to capital, personal savings, and financial literacy. We’re also a member of the HBK Incubates Business Advisory Committee.

**Additional Affordable Housing Support**

Capital One supported training/housing organizations across the country building their capacity to be more effective in meeting the housing needs of the communities they serve.

Capital One funding enabled Local Initiatives Support Corporation to conduct trainings on using Low Income Housing Tax Credits to preserve affordable rental housing in Boston, Chicago, Los Angeles, and San Francisco. Additionally, Capital One supported LISC’s Advanced Housing Development Training Institute for nonprofit developers in California.

Capital One supported scholarships to NeighborWorks Training Institute to build the capacity of nonprofit housing organizations in various communities.

Capital One supported the National Coalition for Asian Pacific American Community Development to provide training and technical assistance to build the capacity of member organizations in the Washington, D.C., area and Chicago to offer housing counseling and financial capability counseling.

Sponsorship from Capital One enabled the Housing Assistance Council to provide training to rural housing organizations on topics including Low Income Housing Tax Credits, packaging USDA Section 502 loan applications, and nonprofit management.
Supplier Diversity

Diversity drives innovation – both here at Capital One and in our supply chain, which we view as an extension of our business and associates. We believe that having associates with different backgrounds, experiences, and perspectives working side by side enables ideas, approaches, and solutions that better reflect the interests and needs of our customers. We embrace this same concept of inclusion in our supply chain and have thoughtfully embedded the practice of including qualified diverse businesses in every sourcing event, where applicable.

In 2015, our direct spend with diverse suppliers represented approximately 11% of our overall procurable spend.

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

Our commitment to supplier diversity includes building mutually beneficial relationships with minority-, women-, LGBT-, service-disabled veteran-, and disability-owned businesses. In 2014, we also began a dedicated effort to work with more qualified businesses owned by veterans. We have a team of associates dedicated to establishing relationships in the communities where we operate.

Capital One sponsors and invests in several community partners that develop and connect diverse suppliers and advocate on their behalf. We also help certified diverse-owned businesses make connections with companies like ours as a way to grow their businesses. In 2015, we continued to host networking events like the Women Presidents’ Educational Organization (WPEO-DC) All Access Reception, US Pan Asian American Chamber of Commerce’s Networking Reception, Capital Region Minority Supplier Development Council (CRMSDC) Annual Meeting, and the National Gay & Lesbian Chamber of Commerce’s Richmond Road Show as a way to connect diversity-owned firms with other corporations.

**Facilitating Growth for Diverse Suppliers**

We have launched several mentoring programs within our footprint that have graduated over 130 diverse business enterprises. We were a key sponsor with the Capital Region Minority Supplier Development Council’s MBE Academy, which graduated its first class in 2015. The program sought to develop and enhance the skills of local minority businesses in the MD/DC/VA area. We were proud to partner with Capital One’s Community Development Banking team to develop career-building workshops as part of the Women Veteran Entrepreneur Corps Count Me In program.

Through our various community partners, Capital One was a key sponsor and contributor to scholarships for the Tuck School of Business and the University of Richmond’s Executive Education Program.

We continued to develop our **Supplier Diversity Tier II** program (sub-contracting) to provide opportunities for educating business owners

Through the MBE Academy, small business owners learn the tools necessary to increase business revenue, create jobs, and invigorate local economies. The curriculum includes business and strategic assessment; financial analysis and management; marketing and sales; resources; and putting it all together.

“MBE Academy allowed me to work ON the business rather than IN the business. It helped me strengthen my management skills so that I have more time for planning strategically for future growth.”

– Raj Ramesh, Executive VP, Cybermedia Technologies, Inc., Reston, VA
diverse-owned businesses that do not have products and services appropriate for a direct relationship with Capital One. We encourage prime suppliers to promote the growth of these smaller businesses by leveraging them to perform work where possible, to actively provide mentoring opportunities, and to support organizations that promote and develop diverse suppliers.

As a result of our work with diverse suppliers, we have been honored to receive recognition from organizations such as the National Minority Supplier Development Council, the US Business Leadership Network, and the Women’s Business Enterprise National Council.

for more information
Click below to learn more about each of the following:

- FINANCIAL EDUCATION
- INVESTING FOR GOOD

the opportunities ahead

Our involvement in the community and our ongoing commitment to helping individuals and businesses thrive are central to our identity as a company. Year after year, teams of Capital One associates reflect on our progress and think through how we can be an even more effective corporate citizen. We view every experience as an opportunity to learn and challenge ourselves to do better.

Understanding our impact, and making sure that we are supporting programs that are meeting their outcomes, is essential to our grantmaking. We seek to help individuals, families, and small businesses in need by tackling community-wide economic issues and engaging with partners who can maximize our impact. Because of the comprehensive, place-based approach we take in our outreach efforts, our impact cannot be represented by a single value or statistic. Our goal is to create long-term, systemic change in our most disadvantaged communities. This is a long-term goal with short-term markers along the way. We encourage associates to use signs of progress – small victories and milestones along the way – to spark greater momentum and push us to follow through.

As our workforce becomes increasingly diverse – in background, experiences, thought, and skills – we become better equipped to tackle complex challenges facing both customers and communities. Our associates have always been the lifeblood of our community outreach efforts, and we will continue to use their creativity and strategic thinking to help make great communities even greater. We are excited about the future, and will use our role as a digital leader to find new touchpoints to engage with communities across our footprint.
environmental impact

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

At Capital One, we are committed to continuously improving the environmental sustainability of our business. In striving to do the right thing as a company, we recognize that we have an obligation to reduce the impact of our operations and be accountable for the resources and materials we use each day. Environmental responsibility cannot be merely a top-down policy. To be successful, we must work with our associates, customers, suppliers, and other stakeholders to influence better choices.

Our Environmental Sustainability Office (ESO) manages our environmental sustainability strategy, implementing policies and programs that support our goals. Since 2008, the ESO has developed and tracked our performance against environmental goals, implemented sustainability projects, published environmental disclosures, and engaged relevant internal and external stakeholders.

In addition to the ESO, thousands of Capital One associates actively support our sustainability efforts and champion environmental stewardship. These associates receive environmental updates and engage in discussion about our progress through the ESO community on our associate web portal. Many of these associates have also banded together to form Green Teams at over 25 offices, to support local environmental sustainability projects and educational events, such as Earth Day® and green volunteerism programs.

Our associates help protect the environment by getting involved with their local Green Team and participating in community volunteer events. In 2015, projects included litter removal in state parks, restoring native vegetation in wetlands, packaging food donations for distribution, and harvesting crops in community gardens.

our approach to environmental management

Our Operations
Actively working to improve energy efficiency, reduce water use, and limit waste at our facilities.

Our Partners
Partnering with sustainability experts on green initiatives.

Our Associates and Communities
Engaging our associates in our sustainability journey and working to improve the environmental health of our local communities.
Our Operations

With approximately 884 offices, branches, and data centers, it is important that we work with our suppliers and associates to minimize the environmental impact of our facilities. We do this in a number of ways, such as seeking out green power sources, adhering to green building principles in new buildings and renovations, offering single-stream recycling options, and providing more sustainable travel options to our associates. When we invest in reducing our environmental footprint, we realize cost savings as well as improve the environmental health of our communities over the short and long term.

Emissions and Energy Efficiency

Capital One achieved our original five-year absolute greenhouse gas (GHG) reduction target of 10% – from a baseline year of 2008 – a year early, driving an 18% reduction by 2012. Following the 2012 acquisitions of HSBC’s U.S. credit card business and ING Direct, we reassessed our GHG inventory and updated our baseline emissions and goals accordingly. In 2013, we established a new absolute GHG reduction goal of 25% by 2020 from the 2013 baseline.

In setting our GHG reduction goals, we have taken into account that the overwhelming majority of scientists agree that it is necessary to keep the increase in the global average temperature below 2°C. According to The 3% Solution report published by the World Wildlife Fund and the Carbon Disclosure Project, by 2020 the U.S. corporate sector must reduce annual greenhouse gas emissions by 1.2 gigatons of CO₂e from 2010 levels. The report equates this to annual reductions of approximately 3% per year. Our absolute reduction goal of 25% by 2020 equates to an annual reduction of 3.6%.

greenhouse gas emissions

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

* Scope 1 and Scope 2 emissions less renewable energy certificates

This data includes information for our operations in the U.S., Canada, U.K., India, and the Philippines, and it covers all buildings under operational control (owned or leased where Capital One directly pays utility bills and estimates for usage in leases larger than 15,000 square feet).
In 2015, Capital One was recognized with a Climate Leadership Award for Excellence in Greenhouse Gas Management following the establishment of aggressive new greenhouse gas emissions reduction goals. The U.S. Environmental Protection Agency (EPA), with the support of the Association of Climate Change Officers (ACCO), the Center for Climate and Energy Solutions (C2ES), and The Climate Registry (TCR), uses this award to recognize corporate, organizational, and individual environmental leaders.

To make this GHG goal a reality, we will continue our efforts to efficiently manage our real estate portfolio, aggressively drive energy efficiency programs, and identify opportunities to source more green power. In 2015, we continued our investments in our energy efficiency program. We upgraded HVAC systems at a number of our buildings, implemented LED replacement projects, and renovated a number of additional sites with more efficient lighting systems.

Since 2010, our Canadian business unit has purchased RECs and carbon offsets to offset all of their scope 1 and scope 2 emissions as well as several scope 3 categories. In 2015, they purchased 9,000 metric tons of carbon offsets. The offset projects include Gold Standard-certified wind projects, as well as several Canadian biomass projects that leverage methane landfill gas and waste wood chips to heat greenhouses.

Capital One has been a member of the EPA Green Power Partnership since 2010, and we have steadily increased our purchases of renewable energy certificates (RECs). In 2015, we increased our purchase of RECs to 88,756 MWH – resulting in 18% of our total electric usage coming from renewable energy sources.

Knowing that some of our associates have made the personal choice to drive electric vehicles, we have made it easy for them to plug in and recharge by installing charging stations in several of our campus parking areas.

Paper

We are conscious of our paper use, recognizing that we depend on printed materials for important business activities such as day-to-day office work, customer communications, and acquiring new customers. Increasingly, consumers demand more environmentally sustainable options and prefer online statements and correspondence rather than printed materials. We seek to balance these needs and demands through our paper procurement, consumption, and recycling, which aim to support the sustainability of the world’s forests and to reduce environmental impacts.
We published our first Paper Procurement Policy in 2009, which included our goals to increase the percentage of paper from environmentally preferred sources such as post-consumer waste (PCW) recycled content and Forest Stewardship Council® (FSC®) certified sources. In late 2012, we updated our policy and established a new goal that by 2014, 70% of our paper would come from environmentally preferred sources. We achieved that goal a year early, in 2013, and look forward to setting a new, more ambitious goal in 2016.

**Water**

Capital One has implemented a number of simple, common sense measures to conserve water across our office facilities. Low-flow fixtures are a standard in our large office construction or renovation projects. To reduce the need for irrigation, Capital One specifies the use of native landscaping strategies and has used surface runoff water to irrigate vegetation at our headquarters building.

This year we reduced our water usage as compared to 2014. Including space where Capital One directly pays the water bill, we used 218,150 kilogallons of water in 2015.

**Materials and Waste**

One of the most meaningful ways we can protect the environmental health of the communities in which we operate is by reducing the amount of waste we send to the landfill. By implementing operational best practices and making it easier for our associates to dispose of their waste properly, we hope to make continued progress in this key area of focus.

**Recycling and Composting**

In 2015, we significantly changed the operational infrastructure at our West Creek and McLean campuses to give associates the ability to recycle more and waste less. In April, we removed the under-desk trash bins and installed integrated trash, recycle, and secure shred bins at convenient locations all over the workspace. This step improved recycling rates by making associates more mindful of their decisions when disposing of waste.

We also have begun collecting post-consumer compostable materials across both campuses. Associates’ can now compost their lunch leftovers – and we converted all of the to-go containers in our cafés to make sure they were compostable as well. While we were already composting food scraps from our kitchens, we’re very pleased to be able to make composting available to our associates as well.

These changes have yielded meaningful results. We average approximately a 50% diversion rate at our West Creek and McLean campuses. Based on the success of these pilot programs, we have plans underway to roll out integrated recycling and composting to additional offices.

**Food Donation**

The U.S. Department of Agriculture estimates that between 30-40% of the food produced in the United States is wasted. This has far-reaching impacts on food security, resource conservation, and climate change – and as a responsible company, we have sought ways to combat waste in our food service operations. Cafeterias at five sites are now donating food that might otherwise go to waste to local hunger relief nonprofit organizations in our communities. In 2015, we donated more than 60 tons of food.

**Electronics and Paper Recycling**

We have also seen continued success with our ongoing programs to divert and reduce electronic and paper waste.

As an Enterprise e-Steward, we continue to use responsible, reputable, and monitored e-recyclers for our electronic assets. All computers are marketed, donated, or properly recycled. In 2015, we kept 308 metric tons of electronic assets out of landfills, including desktops, laptops, and monitors.

To reduce the amount of paper we use in our offices, we have converted many of our printers to print duplex by default. The
Environment | Our Operations

Throughout 2015, we conducted several recycling drives for associates. We collected and recycled over 20 tons of electronics and paper.

majority of the paper used in our facilities is recycled through our secure shred program, and in 2015, we recycled 2,898 metric tons of paper.

Recycling Month
Each November, Capital One celebrates Recycling Month with our associates through activities and educational programs to raise awareness about recycling and waste reduction at home and at work. We celebrated in 2015 by rolling out our composting program across our West Creek and McLean campuses. To make sure associates were ready for the change, we held Composting 101 sessions and stationed Green Team volunteers in each cafeteria to answer their colleagues’ questions about what to do with their lunch leftovers.

We also held electronics recycling drives in a number of locations and invited associates to submit a video or photo to our Recycling Rockstar Challenge. This gave them a chance to share ideas and show off how they help keep the community green through recycling, composting, or upcycling projects.

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

• In 2015, our shuttles provided associates with over 100,000 rides between our main offices and mass-transit locations.

• Associates at seven offices have access to our carpooling pilot, which allows them to access an online tool to find carpool partners, record their greener commutes, and earn rewards.

• We have more than 60 electric vehicle (EV) charging plugs and over 80 registered EV drivers at six locations across our portfolio. Over the course of 2015, they plugged in 6,066 times, thus avoiding approximately 21.1 kg of greenhouse gases.

In early 2014, we joined the Department of Energy’s Workplace Charging Challenge program and were recognized later for demonstrating leadership in supporting the development of the national plug-in electric vehicle charging infrastructure.
Engaging with Our Partners and Associates

Our Partners

At Capital One we recognize that sustainability is a journey and that by collaborating with others on that journey we can advance our sustainability position beyond what we could do on our own. With this philosophy in mind we are partnering with nonprofit organizations like the World Wildlife Fund and the Nature Conservancy as well as our suppliers and service providers to improve the environmental sustainability of our operations and to facilitate projects that have a positive environmental impact on the community at large.

World Wildlife Fund’s Global Forest & Trade Network
In 2012, Capital One joined the World Wildlife Fund’s Global Forest & Trade Network North America (GFTN-NA) program to help advance the environmental sustainability of our paper procurement practices. The GFTN is an initiative convened by WWF to bring together companies, their suppliers, NGOs, forest-product producers, managers of certification schemes, and others from around the world with a shared goal of eliminating illegal logging, improving forest management, and making the global marketplace for forest products a force for economic and environmental responsibility. Through this collaboration we have updated our supply chain database to include information about the tree species, forest sources, and volume for all paper procured under the Capital One paper policy. We have also developed an auditable process to ensure our suppliers meet the requirements outlined in our policy. GFTN-NA has assisted Capital One to train employees and suppliers on our paper policy, forest certification, and broader environmental issues as well as expand Capital One’s commitment to responsible forest management by encouraging continuous improvement in the paper supply chain. This collaboration enabled Capital One to successfully reach our second paper goal of 70% FSC or PCW recycled paper early and has led to a new project with The Nature Conservancy that builds on our strong commitment to FSC.

The Nature Conservancy – Southeastern U.S. Working Forest Easements
At the close of 2015, Capital One collaborated with The Nature Conservancy and World Wildlife Fund on the Southeastern U.S. Working Forest Easement Initiative, which is helping to secure 10,000 acres of forest conservation in Georgia and Tennessee. This includes support for the first Working Woodlands project in Tennessee: 3,000 acres of working forest located in the Cumberland Plateau, an important landscape-scale conservation area with high biodiversity and an area that is under threat from development and forest fragmentation. Capital One funds will help cover costs of FSC certification and enroll the property in carbon markets. The working forest will supply fiber to local mills that can produce FSC certified paper products. Capital One’s contribution ensures that this important place will remain permanently protected as a responsibly managed forest.

Dominion Virginia Power – Meadowville, VA, Solar Energy System
In 2013, Dominion Virginia Power partnered with Capital One and installed the first ground mounted solar energy system in Central Virginia on the grounds of our LEED Gold® data center in Meadowville, VA. The array consists of 2,500 solar panels which generate approximately 500 kilowatts of electricity at their peak, which is enough to power around 125 homes.

Prism Farms, Pyramid Farms, and C&B Farms Biomass Projects
As part of our efforts to achieve carbon neutrality for the Canadian business unit, Capital One has supported Canadian clean energy projects through the purchase of carbon offsets. In 2015, three of the projects supported were biomass heating projects in Ontario at Prism Farms, Pyramid Farms, and C&B Farms. The farms use biomass combustion boilers instead of natural gas to heat their greenhouses. This practice displaces fossil fuels, diverts biomass from landfills, and prevents harmful methane emissions from entering the atmosphere. Capital One Canada’s carbon offset purchases further support each project’s high capital costs associated with new infrastructure, implementation, training, maintenance, and operation.

Günaydın Wind Farm, Turkey
In addition to biomass projects in Ontario, Capital One Canada also supports the Günaydın wind project in Turkey through the purchase of carbon offsets. Günaydın is Turkish for “good morning,” and locals also know it as the GoldPower wind farm off the coast of the Balıkesir region. It generates 35,000 MWh of renewable electricity annually, and it continually stimulates the village of Yaylaköy’s economy. The Günaydın project repaired and paved village roads, restored a nearby mosque, and currently powers...
over 3,000 homes. It created nine permanent jobs, and villagers are frequently employed for temporary positions. Local training has not only enhanced the community’s skill-set, but also stimulated further renewable development for clean energy in the region.

**Associate Engagement**

We recognize that achieving our environmental goals requires the support and engagement of our associates and the community as a whole. Many of our associates provide their support and leverage their skills and passions through green events, education, and pilot green programs.

Our associate events include environmental speaker series, green volunteering activities, and annual company-wide celebrations such as Earth Day, Earth Hour, and Recycling Month. Over 7,800 Capital One associates dedicated more than 35,000 hours in 2015 to help make their communities greener. Associates partnered with local nonprofits and community organizations on a variety of environmental projects, such as:

- Tending the Unity Garden at Chattahoochee Nature Center in Atlanta, GA, to raise produce for local food pantries
- Creating plastic yarn from old shopping bags, to be turned into sleeping mats for the homeless by New Life for Old Bags
- Planting pollinator-friendly plants and flowers in coordination with the Delaware Department of Agriculture
- Distributing race packets and water at the annual Earth Day Run in St. Cloud, MN

**Sustainable Community Development**

Small businesses and nonprofits play a vital role in the communities in which we operate, so we look for opportunities to help these organizations achieve their environmental sustainability goals. Where possible, we work with developers to make loans to and provide capital for affordable housing communities that incorporate green building practices and materials.

Several of our deal partnerships include buildings that were constructed with recycled content/environmentally responsible materials, Energy Star rated appliances, and other such sustainable methods.

In 2015 Capital One invested in and helped finance Webster Residence in the Bronx, NY, where the project was specifically designed to achieve the U.S. Green Building Council LEED Silver designation and meet the Energy Star Multifamily High-rise standards or a higher such designation.

Additionally, Capital One invested in and provided financing for Bon Secours Gibbons Apartments in Baltimore, MD, and for 1561 Walton in the Bronx, NY, both of which were designed to promote energy efficiency and met the Enterprise Green Communities Criteria and LEED Silver standards. Bon Secours is open and in lease-up while 1561 Walton and Webster Residence will open in 2017.

**making our communities greener**

35,000 hours our associates spent on green volunteerism in 2015

**the opportunities ahead**

Environmental sustainability will only become more important for Capital One – and every company – in the years ahead. We are focused on our long-term results, and continue to push ourselves to achieve and exceed new goals.

- Revise our environmental preferred paper goal
- Prepare to set a new greenhouse gas emissions reduction target after current goal is achieved
- Further embed sustainability in our operational policies and expand our environmental metrics and reporting
- Expand our waste metrics and improve diversion rates across our portfolio
## Environmental Data

### WATER USE

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Use (kilogallons)</td>
<td>N/A</td>
<td>N/A</td>
<td>293,370</td>
<td>289,844</td>
<td>273,870</td>
<td>218,150</td>
</tr>
</tbody>
</table>

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

### MATERIALS AND WASTE

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper Recycled through Secure-Shred (Metric Tons)</td>
<td>3,585</td>
<td>4,435</td>
<td>3,341</td>
<td>4,322</td>
<td>3,952</td>
<td>2,898</td>
</tr>
<tr>
<td>Electronics Diverted from Landfill (Metric Tons)</td>
<td>218</td>
<td>248</td>
<td>245</td>
<td>378</td>
<td>429</td>
<td>275</td>
</tr>
</tbody>
</table>

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

### GREEN BUILDING

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified Office Space (sq ft)</td>
<td>2,427,200</td>
<td>2,619,300</td>
<td>3,766,300</td>
<td>5,147,600</td>
<td>5,530,400</td>
<td>4,453,063</td>
</tr>
</tbody>
</table>

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

### PAPER SOURCING

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Paper Used (tons)</td>
<td>47,455</td>
<td>54,492</td>
<td>57,549</td>
<td>52,103</td>
<td>65,102</td>
<td>59,904</td>
</tr>
<tr>
<td>Environmentally Preferred Paper (%)</td>
<td>34.8</td>
<td>37.4</td>
<td>62.5</td>
<td>73.2</td>
<td>74.0</td>
<td>79.0</td>
</tr>
</tbody>
</table>

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

### GREENHOUSE GAS EMISSIONS AND ENERGY USE

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse Gas Emissions (Metric Tons CO₂,e)*</td>
<td>211,146</td>
<td>195,799</td>
<td>188,365</td>
<td>224,906</td>
<td>210,288</td>
<td>213,620</td>
</tr>
<tr>
<td>Green Energy Purchases (MWH)</td>
<td>13,131</td>
<td>29,629</td>
<td>33,220</td>
<td>41,789</td>
<td>66,234</td>
<td>88,756</td>
</tr>
<tr>
<td>Total Electricity (MWH)</td>
<td>362,969</td>
<td>358,220</td>
<td>393,024</td>
<td>454,245</td>
<td>452,037</td>
<td>426,593</td>
</tr>
<tr>
<td>Scope 3 – Business Travel</td>
<td>N/A</td>
<td>23,136</td>
<td>25,992</td>
<td>32,030</td>
<td>29,557</td>
<td>32,022</td>
</tr>
</tbody>
</table>

* Scope 1 and Scope 2 emissions less renewable energy certificates
This data includes information for our operations in the U.S., Canada, U.K., India, and the Philippines and it covers all buildings under operational control (owned or leased where Capital One directly pays utility bills and estimates for usage in leases larger than 15,000 square feet). 2013 GHG data updated to reflect minor change in estimation methodology for leased properties which increased reported GHG emissions by 0.6%.
recognition
Awards and Recognition

In 2015, we were honored by a variety of organizations and publications for our employment and business practices, and for our community involvement efforts. Listed below is a representative sample of awards and recognitions the company received.

**Employees / Workplace**

- American Association of People with Disabilities (AAPD) and US Business Leadership Network® “Best Places to Work”
- American Association of People with Disabilities (AAPD) and US Business Leadership Network
  Top scoring company on the Disability Equality Index
- CivilianJobs.com “Most Valuable Employer”
- Dave Thomas Foundation for Adoption – 100 Best Adoption-Friendly Workplaces
- DiversityInc® – 25 Noteworthy Companies
- Diversity Journal – “Annual International Innovation in Diversity Award”
- Fatherly.com – “50 Best Places to Work for New Dads”
- Forbes® magazine – Best Employer in the U.S.
- Fortune® magazine 500 #126
- Fortune magazine Global 500 #496
- Fortune magazine – 100 Best Companies to Work For
- Fortune magazine – World’s Most Admired Companies
- Fortune magazine Blue Ribbon Companies
- G.I. Jobs® – Top 100 Military Friendly Employers
- Human Rights Campaign® – 100% on Corporate Equality Index
- Human Rights Campaign – Best Places to Work for LGBT Equality
- Military Times – Best for Vets Employers
- National Association for Female Executives (NAFE) – Top Company for Executive Women
- Training magazine – “Training Top 125”
- US Business Leadership Network® (USBLN®) Disability Equality IndexSM (DEI) – 100% score and one of the Best Places to Work
- U.S. Veterans Magazine – Best of the Best
- Working Mother® magazine – 100 Best Companies for Working Mothers

**Environment, Social, and Governance**

- Capital Region Minority Supplier Development Council – “Corporation of the Year”
- EPA’s Green Power Partnership – Fortune 500 Green Power List
- Fortune Society – “Corporate Leaders for Change Award”
- Junior Achievement® – “Gold U.S. President’s Volunteer Service Award”
- National Conference on Citizenship, Points of Light and Bloomberg – The Civic 50 – Most Civic-Minded Companies
Recognition | Awards and Recognition

• Minority Business News USA – “Champion of Supplier Diversity”
• Newsweek – America’s Greenest Companies list
• Women’s Business Enterprise National Council – 2015 America’s Top Corporations for Women’s Business Enterprises

Business

Bank
• Money magazine’s “Best Bank for Multiple Regions”
• Money magazine’s “Best Business Checking”
• Money magazine’s “Best High Yield Checking Account”
• WalletHub – “Best Checking Account Transparency”
• WalletHub – #1 Most Affordable Financial Institution for consumer checking accounts

Quicksilver
• Investopedia named the Quicksilver card and the VentureOne card the best “cash back card” and the best “rewards card” of 2015, respectively
• Business Insider named the Quicksilver card one of the “best cash back credit cards” of 2015
• The Points Guy named the Quicksilver card one of the “best credit cards for Uber”

• The Motley Fool named the Quicksilver card the “best travel credit card”
• CBS MoneyWatch named the Quicksilver card one of the top reward cards of 2015

QuicksilverOne
• CreditCards.com named the QuicksilverOne card one of the “best balance transfer credit cards”
• U.S. News & World Report named QuicksilverOne one of the best rewards credit cards for holiday shopping in 2015

Venture
• CardHub.com named the Venture card one of the “best initial bonus” cards of 2015
• Huffington Post named the Venture card one of the “best EMV chip cards for traveling”
• Yahoo Travel named the Venture card one of the “top three all-around travel cards”
• Kiplinger named the Venture card one of the “best signing bonus” credit cards
• CardHub.com named the Venture card one of the “best all-around” credit cards for travel rewards
• CreditCards.com named the Venture card the top “travel and airline” credit card

Journey Card
• Huffington Post named the Journey card one of the “best credit cards for new grad”

Secured Card
• Huffington Post classified the Secured Card as one of the top options for those searching for a Secured Card
• Business Insider named the Secured Card one of “the best credit cards for people with bad credit”
• Forbes recommended Capital One Secured MasterCard® for recent college grads

Platinum
• Investopedia listed Capital One Platinum Card as one of the top unsecured credit cards to build credit”
• Fox Business named Capital One Platinum Card as a “well suited” consideration for new college grads

Technology
• InformationWeek Elite 100 – #1 Business Innovator
appendix
About This Report

A team from across Capital One’s corporate functions was responsible for drafting Capital One’s Corporate Social Responsibility (CSR) Report, published in 2016.

This report provides an overview of Capital One’s activities related to environmental, social, and governance (ESG) topics and covers the period January 1, 2015, to December 31, 2015, unless otherwise noted. Our last CSR Report was published in December 2015 and covered 2014.

This report should be reviewed alongside the 2015 Capital One Annual Report, in which we provide additional facts, figures, and analyses about the operations of Capital One.

In developing this report, we used the Global Reporting Initiative (GRI) G4 framework as a basis for the information. While this report contains an explanation on our approach to managing a range of environmental, social, and governance topics, additional corporate information can be found on our corporate websites (www.capitalone.com and www.capitalone.com/environment) and on our community-focused website (www.capitalone.com/investingforgood). We provide additional environmental information through our annual submissions to the Carbon Disclosure Project. For additional corporate information, please see our 2015 Annual Report and our 2016 proxy statement, available on the Corporate Governance page of Capital One’s website, www.capitalone.com, under “About Us/Investors.”

Data Measurement

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

External Assurance

Bureau Veritas North America, Inc., conducted an independent verification of our energy use, green power purchases, and greenhouse gas (GHG) emissions that are shown in the Environmental Sustainability section of this report. Our 2015 financial reporting was audited by Ernst & Young, LLP, an independent, registered public accounting firm.
# GRI Index: G4 Standard Disclosures

## STRATEGY AND ANALYSIS

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>DISCLOSURE</th>
<th>LOCATION (SECTION; PAGE) / COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-1</td>
<td>Statement from the most senior decision-maker of the organization.</td>
<td>Overview; page 4</td>
</tr>
</tbody>
</table>

## ORGANIZATIONAL PROFILE

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>DISCLOSURE</th>
<th>LOCATION (SECTION; PAGE) / COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-3</td>
<td>Name of the organization.</td>
<td>Capital One Financial Corporation</td>
</tr>
<tr>
<td>G4-4</td>
<td>Primary brands, products, and services.</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-5</td>
<td>Location of the organization’s headquarters.</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-6</td>
<td>Countries where the organization operates.</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form.</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the organization and its operations.</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-10</td>
<td>Total workforce by employment type, employment contract, and region, broken down by gender.</td>
<td>People; page 16, 17</td>
</tr>
<tr>
<td>G4-11</td>
<td>Percentage of total employees covered by collective bargaining agreements.</td>
<td>None of our associates are covered under a collective bargaining agreement, and management believes we have a positive working environment for our associates</td>
</tr>
<tr>
<td>G4-12</td>
<td>Organization's supply chain.</td>
<td>Community; pages 40-41 Environment; page 48</td>
</tr>
<tr>
<td>G4-13</td>
<td>Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.</td>
<td>Capital One 2015 Annual Report</td>
</tr>
<tr>
<td>G4-14</td>
<td>Whether and how the precautionary approach or principle is addressed by the organization.</td>
<td>Environment; page 43</td>
</tr>
<tr>
<td>G4-15</td>
<td>List externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.</td>
<td>Throughout Report</td>
</tr>
</tbody>
</table>
### IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>DISCLOSURE</th>
<th>LOCATION (SECTION; PAGE) / COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-17</td>
<td>List all entities included in the organization’s consolidated financial statements or equivalent documents.</td>
<td>Company; page 11</td>
</tr>
<tr>
<td>G4-18</td>
<td>Process for defining the report content and the Aspect Boundaries.</td>
<td>Overview; page 8</td>
</tr>
<tr>
<td>G4-19</td>
<td>List all the material Aspects identified in the process for defining report content.</td>
<td>Overview; pages 8-9</td>
</tr>
<tr>
<td>G4-20</td>
<td>For each material Aspect, report the Aspect Boundary within the organization.</td>
<td>Overview; pages 8-9</td>
</tr>
<tr>
<td>G4-21</td>
<td>For each material Aspect, report the Aspect Boundary outside the organization.</td>
<td>Overview; pages 8-9</td>
</tr>
<tr>
<td>G4-23</td>
<td>Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.</td>
<td>There are no significant changes from the previous reporting period.</td>
</tr>
</tbody>
</table>

### STAKEHOLDER ENGAGEMENT

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>DISCLOSURE</th>
<th>LOCATION (SECTION; PAGE) / COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-24</td>
<td>List of stakeholder groups engaged by the organization.</td>
<td>Capital One’s stakeholders include customers, associates, shareholders, government regulators, community organizations, industry associations, and suppliers</td>
</tr>
<tr>
<td>G4-25</td>
<td>Basis for identification and selection of stakeholders with whom to engage.</td>
<td>Capital One focuses our stakeholder engagement on topics that are material to Capital One’s core businesses and communities, and are domains where we can influence positive change</td>
</tr>
<tr>
<td>G4-26</td>
<td>Approach to stakeholder engagement.</td>
<td>Company; page 14</td>
</tr>
<tr>
<td>G4-27</td>
<td>Key topics and concerns that have been raised through stakeholder engagement.</td>
<td>Company; page 14</td>
</tr>
</tbody>
</table>
### REPORT PROFILE

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>DISCLOSURE</th>
<th>LOCATION (SECTION; PAGE) / COMMENTS</th>
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<tbody>
<tr>
<td>G4-28</td>
<td>Reporting period for information provided.</td>
<td>About This Report; page 55</td>
</tr>
<tr>
<td>G4-29</td>
<td>Date of most recent previous report.</td>
<td>About This Report; page 55</td>
</tr>
<tr>
<td>G4-30</td>
<td>Reporting cycle.</td>
<td>About This Report; page 55</td>
</tr>
<tr>
<td>G4-31</td>
<td>Contact point for questions regarding the report or its contents.</td>
<td>About This Report; page 55</td>
</tr>
<tr>
<td>G4-32</td>
<td>Report 'in accordance' option the organization has chosen; Report GRI Content Index for the chosen option.</td>
<td>About This Report; page 55</td>
</tr>
<tr>
<td>G4-33</td>
<td>Policy and current practice with regard to seeking external assurance for the report.</td>
<td>About This Report; page 55</td>
</tr>
</tbody>
</table>

### GOVERNANCE

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>DISCLOSURE</th>
<th>LOCATION (SECTION; PAGE) / COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-34</td>
<td>Governance structure of the organization, including committees of the highest governance body.</td>
<td>Company; page 13</td>
</tr>
</tbody>
</table>

### ETHICS AND INTEGRITY

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>DISCLOSURE</th>
<th>LOCATION (SECTION; PAGE) / COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-56</td>
<td>Organization's values, principles, standards, and norms of behavior such as codes of conduct and codes of ethics.</td>
<td>Company; page 13</td>
</tr>
</tbody>
</table>
External Verification Statement

VERIFICATION STATEMENT
GREENHOUSE GAS EMISSIONS

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

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

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

- Operational Control
- Worldwide Operations

Emissions data verified:

- Scope 1: 14,350 metric tons of CO2 equivalent
- Scope 2 (Location Based): 200,000 metric tons of CO2 equivalent
- Scope 2 (Market Based): 101,000 metric tons of CO2 equivalent
- Scope 3: 31,000 metric tons of CO2 equivalent (Upstream Transportation and Distribution)
- Scope 3: 32,000 metric tons of CO2 equivalent (Business Travel)

Data and information supporting the Scope 1 and Scope 2 GHG emissions assertion were historical in nature.

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

Period covered by GHG emissions verification:

- January 1, 2015 to December 31, 2015

GHG Reporting Protocols against which verification was conducted:

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

GHG Verification Protocols used to conduct the verification:

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

Level of Assurance:

- Limited

GHG Verification Methodology:

- Interviews with relevant personnel of Capital One;
- Review of documentary evidence produced by Capital One;

Data and information supporting the Scope 1 and Scope 2 GHG emissions assertion were historical in nature.

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

Period covered by GHG emissions verification:

- January 1, 2015 to December 31, 2015

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

Assurance Opinion:

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

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

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

Statement of independence, impartiality and competence

The Bureau Veritas Group is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with over 180 years history in providing independent assurance services. No member of the verification team has a business relationship with Capital One, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

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

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

Attestation:

Christopher J. Ostermann, Lead Verifier
Project Manager
Bureau Veritas North America, Inc.
Atlanta, Georgia Regional Office
June 27, 2016

Lisa Barnes, Technical Reviewer
Practice Line Leader
Bureau Veritas North America, Inc.
Denver, Colorado Regional Office
June 27, 2016

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

Capital One Services LLC
June 27, 2016