



Environmental Social & Governance

2022

ESG REPORT

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A Message from

RICH FAIRBANK

Capital One's Founder and Chief Executive Officer

Humans are no strangers to change. Since our very earliest days on earth, we've lived through waves of innovation and revolution. But the pace of change is accelerating. The start of this century has been filled with breathtaking technological change. Advancements in mobile technology, cloud computing and machine learning have ushered in seismic transformations to how we live.

Despite being wired for change, humanity's ability to adapt and remain resilient was challenged during the past three years. We lived through lockdowns and quarantines. We utilized new technologies to reimagine how we shop, learn and work. We found new ways to connect with friends and care for loved ones.

What began as an acute health and humanitarian crisis in 2020 has evolved to a new post-pandemic normal. But that "normal" has played out differently in the various parts of our lives. Many pandemic-driven changes to our society and economy were short-lived and have proven to be temporary spikes on an otherwise consistent path of gradual change. In other areas of our lives we have seen an acceleration of inevitable endgames. Some changes resulting from the pandemic will be permanent and positive for humanity.

In the 28 years that Capital One has been an independent public company, we have been focused on building a company that can succeed over the long-term. And decades before the acronym was a ubiquitous part of corporate disclosures, we

recognized that the focus areas of our Environmental, Social and Governance (ESG) framework were key to our success. The underpinnings of ESG have always been important factors in how we manage risk and have been integrated into how we grow our businesses and measure our impact.

Our environmental efforts are rooted in our belief that climate change will have a wide-ranging impact on our customers, clients and the communities. Our sustainability journey began over a decade ago, and we've made meaningful progress each year since. We named an accountable executive for our enterprise climate efforts and established a cross-functional working group to drive our climate strategy. In 2022, we invested in measurement and analysis capabilities in order to deepen our understanding of the risks that come from a warming planet and the opportunities that come from the continued decarbonization of our economy. And we have worked to embed climate change-related considerations into the range of factors we use to evaluate strategy and risk management across the enterprise.

We have also taken advantage of opportunities to drive meaningful progress on environmental initiatives outside our walls. We have been investing in solar and wind energy projects since 2014. In 2022, we launched our Green Auto Hub to educate our auto finance customers on the increasing availability and affordability of electric and hybrid vehicles. And through the Impact Investing practice of our Capital One

Ventures team, we back startups focused on making a positive impact in our communities and on the environment.

At Capital One, we serve tens of millions of customers and are committed to helping them succeed. Our rewards cards deliver exceptional value and our flagship bank products feature no minimum balances and no monthly fees. In 2022, we launched new innovative products, signed exciting credit card partners — like REI — and continued to provide exceptional customer experiences. Our teams worked with thousands of entrepreneurs and businesses to help them access capital and build for the future. We also invested in our modern and interactive Capital One Cafés, which serve customers, non-customers and community members. For the third year in a row, Capital One was named No. 1 in Customer Satisfaction among National Banks in the United States by J.D. Power, and our customers remain our best advocates as they recommend our company to their family and friends.

In 2022, we fully implemented our no-fee overdraft policies for our consumer banking customers. We were the first top-10 retail bank

to announce the elimination of all overdraft and non-sufficient funds fees. Overdraft protection is a valuable and convenient feature and can be an important safety net for families. And our move to eliminate the fees associated with this service has saved our customers tens of millions of dollars while providing an important — and now free — service that many customers depend upon. Our announcement prompted a number of large banks to take steps to reduce customer fees on checking accounts, though few have gone as far as Capital One. We were excited to see [TIME®](#) recognized Capital One as one of the 100 Most Influential Companies,* in part due to this industry-moving announcement.

Our ability to serve customers and help them succeed stands on the shoulders of our decade-long technology transformation. We have been recognized as one of the most cloud-capable companies in the world, and we continue to invest in modern infrastructure and expand our customer-facing digital tools and experiences. Capital One's digital assistant, Eno, watches out for a customer's money even when they are not actively monitoring their accounts. Millions of consumers use CreditWise, which

allows users — whether they are a Capital One customer or not — to understand and improve their credit score. And Capital One Shopping has saved users hundreds of millions of dollars by automatically searching for coupons, better prices and valuable rewards at over 30,000 online retailers.

Since our founding, we have focused on attracting, developing and empowering the world's best talent. In 2022 we continued to support increased diverse representation through our recruiting efforts, including expanding our candidate pipeline to maximize exposure to underrepresented groups.



McLean campus in VA

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And we have continued to increase diverse representation in our executive ranks through internal promotions and external recruiting.

We continue to focus on fostering leadership opportunities, expanding inclusion and deepening skills training to help associates thrive in their roles and grow in their careers. And we are committed to harnessing technology and new ways of working to unleash the greatness of our associates. The vast majority of our non-customer-facing associates now work in a hybrid model, where associates spend meaningful time working both in-person and virtually. Our company and our associates continue to value the flexibility provided through our initial hybrid approach as we seek to adapt to the changing landscape of today's workforce while investing in our associates' growth and development.

Throughout the past year, we maintained high associate engagement, morale and inclusion scores as measured through our all-associate surveys, and I am heartened that we have been recognized as an exceptional place to launch and accelerate careers. Capital One was ranked No. 10 on the Fortune 100 Best

Companies to Work For list, which marks our second year in the Top 10, our 11th consecutive year and our 16th year overall on this prestigious list. We were named as No. 22 on DiversityInc's list of Top 50 Companies for Diversity, up six spots from 2021. And we were ranked No. 61 on The Wall Street Journal's 250 Best-Managed Companies, including No. 34 on Innovation.

Our associates are committed to giving back to their communities, and they contributed hundreds of thousands of hours of their time to service in 2022. Notably, over 900 Capital One associates engaged in pro bono and nonprofit consulting, delivering almost 20,000 hours of skilled advice, counsel and problem-solving to community groups and nonprofit partners. Capital One also committed over \$70 million in grants to nonprofits in 2022, which includes over \$50 million to help advance socioeconomic mobility as a part of our Impact Initiative. And we financed thousands of new affordable housing units and resident services at housing facilities across the United States.

In this report, you will learn more about who we are and how we're helping our associates, customers and communities thrive. I appreciate

your interest in Capital One and the impact we are having at this exciting moment in human history. Every day, I am humbled to lead a passionate and talented team who are all-in to drive our company forward. Together with the exceptional people of Capital One, I look forward to continuing our quest to change banking for good, and along the way build one of America's great companies.



Rich Fairbank
Founder and CEO

About this Report

Capital One's Environmental, Social, and Governance (ESG) Report covers the period January 1, 2022 through December 31, 2022 unless otherwise noted. When we use the terms "Capital One," "Company," "we," "us" or "our" in this report, we mean Capital One Financial Corporation and its subsidiaries, on a consolidated basis, unless we say or the context implies otherwise.

In developing this report, we looked to the Global Reporting Initiative (GRI) Standards, Value Reporting Foundation standards (formerly Sustainability Accounting Standards Board (SASB)) for the Financials Sector – Consumer Finance and Commercial Banking Industries, and Task Force on Climate-Related Disclosures (TCFD) for guidance on disclosing relevant metrics and information related to Capital One's business and areas of impact in a manner comparable to peers and industry benchmarks. This report should be reviewed alongside Capital One's Annual Report on Form 10-K for the year ended December 31, 2022 and 2023 Proxy Statement where we provide additional details about Capital One's ESG-related activities. Content and data surrounding Capital One's Diversity, Inclusion and Belonging efforts have been integrated within this document.

The disclosures contained within this ESG Report are voluntary and readers should not assume any information contained herein is material as that term is defined under federal securities laws or any other federal or state law, including in the context of our financial statements and financial reporting.

Any references to "ESG" or similar terms in this report are intended as references to the internally defined criteria of Capital One only and not to any jurisdiction-specific regulatory definition.

This ESG Report includes certain non-financial data and information which is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Non-financial data contained in this ESG Report has not been prepared in conformity with generally accepted accounting principles (GAAP) in the United States and, with the exception of certain data regarding our energy use, green power purchases and greenhouse gas (GHG) emissions as noted herein, has not been audited or assured. The audit of certain metrics used herein, including GHG emissions, were measured based on the methodology in place as of the date completed,

and such methodology may be subject to change in the future.

For our environmental and sustainability data, we engaged Apex Companies, LLC to conduct an independent, limited-assurance verification of our energy use, green power purchases and GHG emissions. This independent verification was conducted based on the methodology in place as of the date completed, and such methodology may be subject to change in the future.

No reports, documents, press releases or websites that are cited, linked or referred to in this document shall be deemed to form part of this ESG Report. Capital One is not responsible for the information contained on third-party websites, nor do we guarantee such information's accuracy or completeness.

Forward Looking Statements

Certain statements in this ESG Report made by Capital One may constitute forward-looking statements, including those that discuss, among other things: strategies, goals, outlook or other non-historical matters; Capital One's plans, objectives, beliefs, expectations and intentions; and the assumptions that underlie these matters. To the extent that any such information is forward-looking, it is intended to fit within the safe harbor for forward-looking information provided by the Private Securities Litigation Reform Act of 1995. These statements are not guarantees of future results, occurrences, or performance. Numerous factors could cause Capital One's actual results, occurrences or performance to differ materially from those described in such forward-looking statements, including the risk factors listed from time to time in reports that Capital One files with the U.S. Securities and Exchange Commission (SEC), including, but not limited to, the Annual Report on Form 10-K for the year ended December 31, 2022. Those reports are available on Capital One's website (<https://ir-capitalone.gcs-web.com/financial-results/sec-filings>) and on the SEC's website (www.sec.gov).

This ESG Report speaks only as of the particular date or dates indicated in the ESG Report and contains information that is subject to known and unknown risks, uncertainties, changes in circumstances and assumptions that are difficult to predict and are often beyond Capital One's control. We expect that certain disclosures made in this ESG Report may be amended, updated or revised in the future as the quality and completeness of our data and methodologies continue to improve. Capital One does not undertake any obligation to update or revise any of the information contained herein whether as a result of new information, future events or otherwise.

The Capital One logo is rendered in a 3D, metallic silver font. A large, sleek silver swoosh curves over the top of the word "One". The logo is set against a dark blue background with a pattern of small white dots and a larger pattern of repeating circles. A yellow line graph with blue hatched areas is overlaid on the logo, showing an upward trend. Scattered around the logo are several 'x' marks in light blue and brown.

Capital One

ABOUT

Operations*



73 Office Locations
291 Branch Locations



54 Café Locations
1,889 ATMs



\$1.84B Affordable
Housing Investments**

Associates



55,000+
Global Associates



5 Countries
with Associates

Primary Legal Entities and Business Segments



Primary Legal Entities

Capital One
Financial Corporation

Capital One, National Association



Business Segments

Credit Card: Domestic Card,
International Card

Consumer Banking

Commercial Banking

Financial Statements

Capital One's 2022 financial information is available in our Annual Report on Form 10-K for the year ended December 31, 2022. Visit the Investors section of our website to download a copy of the 2022 Annual Report.

* Data as of December 31, 2022.

** \$1.84B invested by Capital One's Community Finance Team to Support Affordable Housing.

Company Profile

Capital One Financial Corporation, a Delaware corporation established in 1994 and headquartered in McLean, VA, is a diversified financial services holding company with banking and non-banking subsidiaries. Capital One Financial Corporation and its subsidiaries offer a broad array of financial products and services to consumers, small businesses and commercial clients through our digital channels, branch locations, cafés and other distribution channels.



Masienda, a Los Angeles-based masa supply chain company and Capital One customer

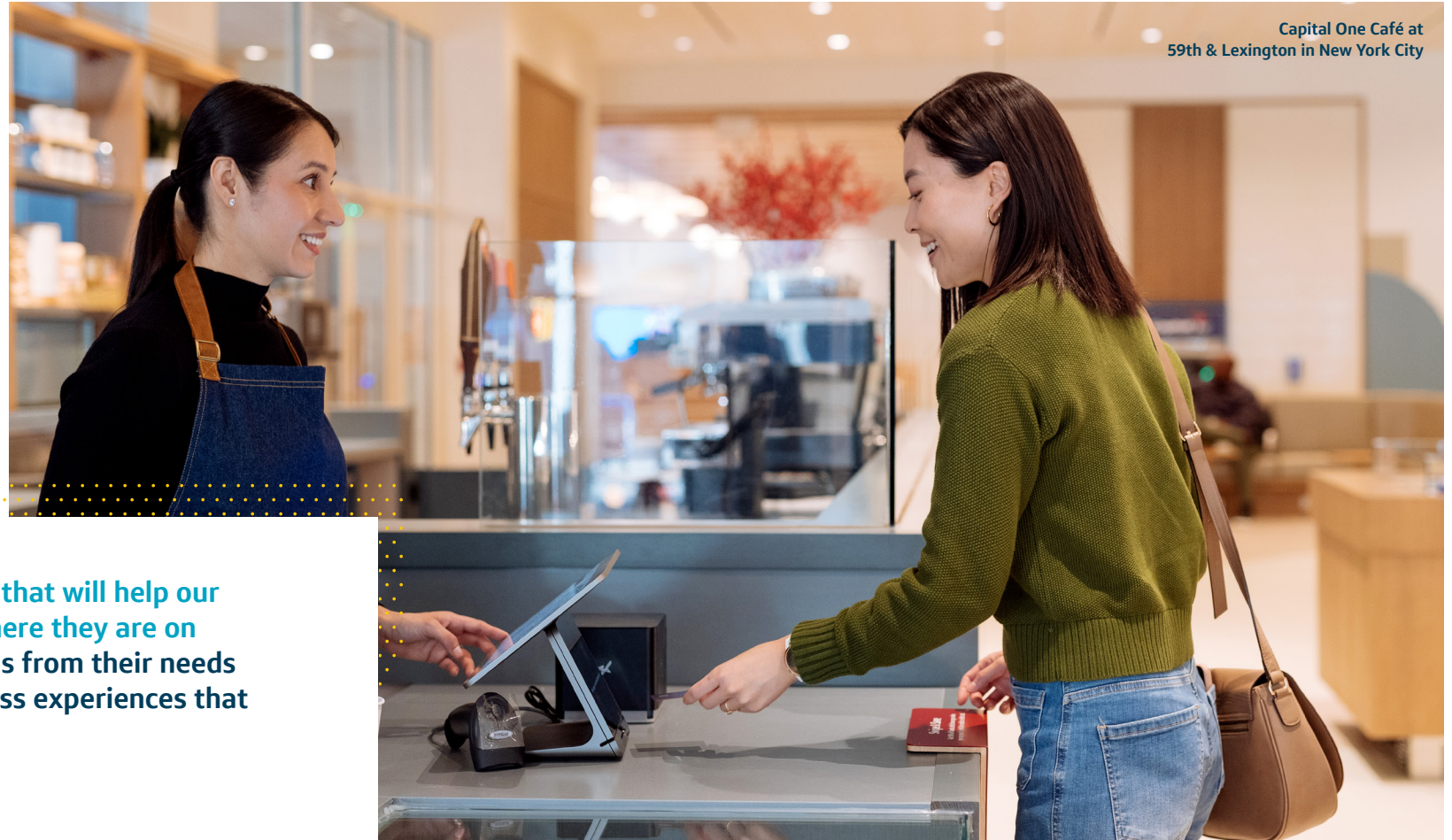
Business Overview

In less than a quarter century, Capital One has grown to be one of the nation's largest retail banks in the United States, serving more than 100 million customers across a diverse set of businesses.

CREDIT CARDS

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

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



“At Capital One, we seek out opportunities that will help our customers use credit wisely, no matter where they are on their financial journey. We work backwards from their needs to build inclusive products and best-in-class experiences that help them succeed.”



DANIEL MOUADEB
President of U.S. Card at Capital One

CONSUMER BANKING

This segment consists of our deposit gathering and lending activities for consumers and small businesses, and auto lending.

We offer access to banking customer accounts through digital channels, as well as through branch locations, Capital One Cafés, call centers and automated teller machines (ATMs). Through our retail banking services, we also provide simple, no-fee digital banking services to customers online, regardless of where they live. Our café spaces are available to local associations, nonprofits and students at no charge. Our café Ambassadors give back through individual volunteerism, charitable giving and local community partnerships.

Our national auto lending business provides consumer-focused digital tools allowing car buyers to find and pre-qualify for financing online before going to a dealership. Our dealer-focused solutions serve the needs of automobile dealers nationwide and offer flexible credit structures to meet their unique needs.



“By leveraging a customer-centered approach, Capital One helps make car buying easier for consumers and dealers. This also includes a keen focus on strategic partnerships that enable the community at large to share in the socioeconomic benefits that come with car ownership.”



SANJIV YAJNIK

President of Financial Services at Capital One

COMMERCIAL BANKING

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

As of December 2022, Capital One's Commercial Banking team services a \$94.67 billion on-balance-sheet loan portfolio and has more than 5,300 clients.

While we've scaled the business nationally, our team remains embedded in local communities. Through New Markets Tax Credits, not-for-profit lending and mission-driven agency financing in commercial real estate, we're investing in workforce development, community services, affordable housing, food security and access to healthcare, which has contributed significantly to our longtime industry leadership as a community development lender.

For clients seeking sustainable financing options, we offer a suite of environmental

“In addition to our long-term focus areas—which includes affordable housing and community redevelopment—we're partnering with clients seeking sustainable solutions and providing financing in areas including renewable energy and green commercial real estate projects.”



NEAL BLINDE

President of Commercial Bank
and Northeast Market President at Capital One



Affordable housing development in Chicago, IL, financed through a Freddie Mac loan originated by Capital One

impact lending products including green commercial real estate financing, investment in renewable energy financing and the financing of energy efficiency improvements for state and local governments.

“Capital One's Commercial Bank continues to seek innovative solutions to help our clients navigate today's complex problems,” said Neal Blinde, President of the Commercial Bank and Northeast Market President at Capital One.

Plano campus in TX



Our Approach to ESG

Capital One's approach to ESG is informed by the communities we serve. As a financial institution, employer and corporate citizen, we understand that we have unique opportunities to strengthen the communities around us in a rapidly-changing world. By actively engaging with a wide range of stakeholders — including our customers, employees, regulators and investors — we are better able to understand how we can drive sustainable value over the long-term.

Our Approach to ESG

We recognize the wide-ranging impact that climate change will have on the world and are focused on embedding climate-related considerations throughout our strategy and risk management. We have also set operational emissions goals informed by the Science Based Targets Initiative (SBTi) and aligned with a 1.5°C target ambition, although they have not been reviewed by that organization.

We have undertaken efforts to understand our carbon footprint and explore the key levers we can use to reduce our own operational emissions and ways we can work with our suppliers and clients to support their decarbonization efforts. Other efforts supporting our environmental goals include purchasing renewable energy, investing in energy-efficient buildings for our new office construction or comprehensive renovations and reducing our water use.

We also integrate climate risks into our risk management processes so that we can escalate climate risk issues to senior management or the Board of Directors, as needed.

Our social efforts seek to leverage our company’s impact on the communities we serve in a positive way. By treating our employees well, they can better serve our customers who in turn will be better positioned to be successful in their personal and professional lives. We also engage with communities through strategic investments in programs including affordable housing, digital access, workforce development and small business initiatives. These efforts support Capital One’s positive impact in the world and help the Company drive customer engagement, recruit top talent and deliver industry-leading financial products and services.

Our governance efforts institutionalize practices that enable Capital One to operate sustainably and over the long-term despite rapidly changing circumstances. Our Board’s active engagement and oversight and rigorous risk management practices will continue to allow Capital One to adapt as the world evolves. In 2022, we updated the charters for each committee of our Board to formalize each committee’s role in overseeing ESG at Capital One.

Over the course of the past two years, Capital One engaged in an ESG materiality process to identify our fourteen key ESG focus areas — four Environmental focus areas; five Social focus areas; and five Governance focus areas. This report provides an update of where we stand on each focus area.

Our ESG practices are foundational to Capital One’s corporate strategy and will enable our company to evolve to meet new challenges and circumstances so that we can best serve

our customers, our associates, our investors and our communities. We hope you find this Report informative.

“As a company that has always worked backwards from where winning is over the long-term, we recognize that it is imperative to understand and mitigate climate and environmental risks; to forge strong bonds with all stakeholders, including our associates, our customers, our investors and our communities; and to align on sound governance practices that drive sustainable practices and policies.”



MATT COOPER
General Counsel, Corporate Secretary
and Head of ESG for Capital One

This report details our approach and progress within each of our 14 ESG focus areas:



Environmental

- + Climate Risk Management
- + Greenhouse Gas Emissions
- + Consumption and Waste Reduction
- + Sustainable Finance



Social

- + Human Capital
- + Workplace Diversity, Inclusion and Belonging
- + Consumer Well-Being and Financial Inclusion
- + Community Engagement and Social Impact
- + Privacy and Data Security



Governance

- + Board Expertise, Independence and Engagement
- + Shareholder Rights and Governance Best Practices
- + Business Ethics
- + Political Activity
- + Risk Management



ENVIRONMENTAL



Sustainability Overview

Capital One is committed to continuously improving the environmental sustainability of our business, and we recognize the wide-ranging impact that climate change will have on the world. We are focused on embedding climate-related considerations throughout our strategy and risk management. We are supplying solutions that our customers and communities will need to thrive in an economy aligned with the goals of the 2015 Paris Accords, and continue to engage our associates, customers, suppliers and other stakeholders in our environmental efforts.

Our Sustainability Journey

Climate change, and the associated efforts to address it, will be one of the biggest influences on the world in the decades ahead. This has important implications for our strategy and risk management as we consider how climate change will impact the various businesses and communities we serve over time. We can also play a significant role in addressing the future impacts of climate change and the associated transition to a lower-carbon economy, in conjunction with other businesses, governments, and future advances in technology and evolving consumer preferences.

Our sustainability journey began over a decade ago with the establishment of our Environmental Sustainability Office. Since then, we have set and achieved multiple goals

to improve the sustainability of our business operations. We are currently working on our fourth generation GHG reduction goal, which is to reduce Scope 1 emissions by 50 percent and Scope 3 (categories 1-14) emissions by 50 percent by 2030. This goal was informed by the Science Based Targets Initiative (SBTi) and aligns with a 1.5°C target ambition, but has not been reviewed by that organization.

In 2022, we advanced our work to improve the sustainability of our internal operations, understand the financed emissions of our customers, educate consumers, identify and manage climate risks, and work with businesses to develop and finance sustainable solutions.

The following section discusses our approach to climate, using the key components of the Task Force on Climate-Related Financial Disclosures (TCFD) framework.



Capital One is Committed to the Following Goals:



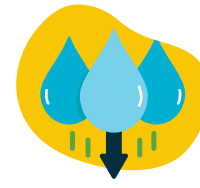
REDUCING GHG EMISSIONS

Reduce Scope 1 Direct Emissions **by 50 percent** and reduce Scope 3 Emissions (categories 1-14) **by 50 percent** by 2030 (from a baseline year of 2019).



SUPPORTING RENEWABLE ENERGY

Purchase 100 percent renewable electricity while increasing location-aligned procurement in the markets where we operate.



REDUCING WATER CONSUMPTION

Reduce water use at our facilities **by 20 percent** by 2025 (from a baseline year of 2019).



PAPER POLICY

Continue to ensure **95 percent** of paper purchased for operations is certified by the Forest Stewardship Council or contains 30 percent post-consumer waste recycled content each year.



OUR OFFICES

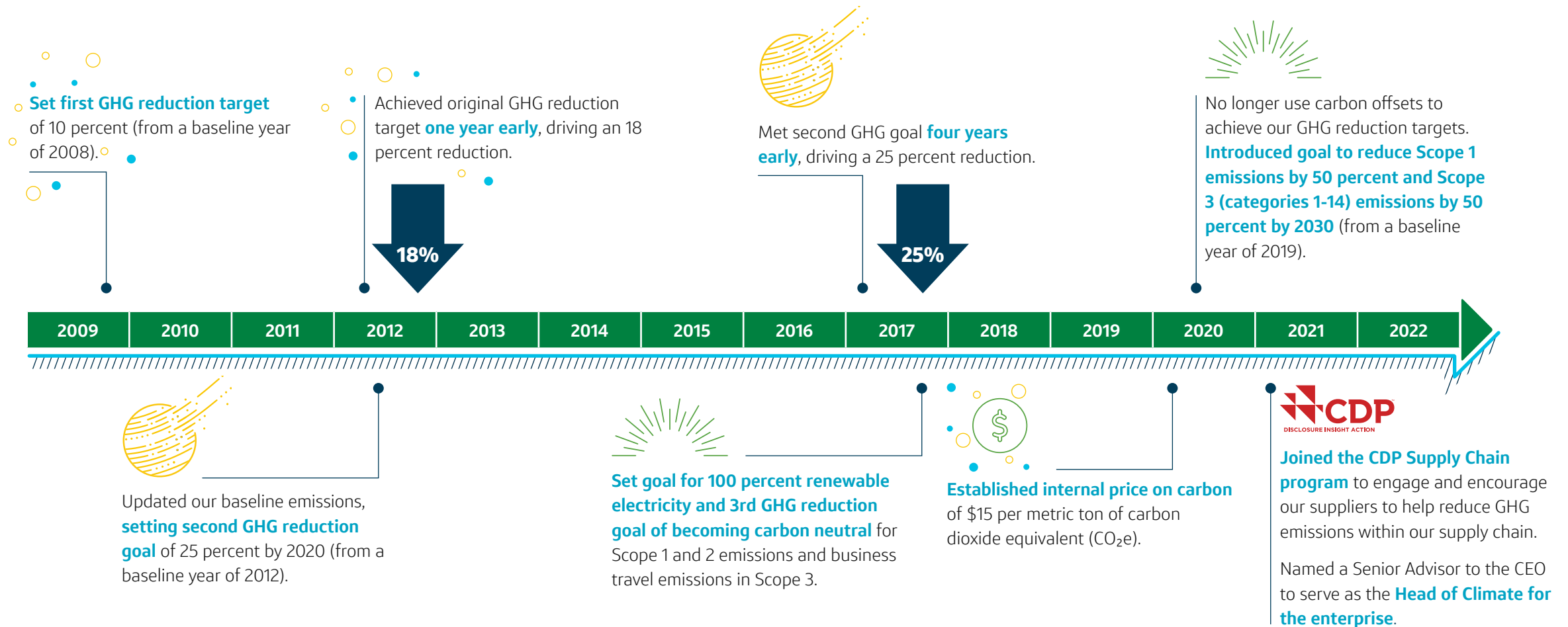
Pursue the U.S. Green Building Council's **Leadership in Energy and Environmental Design** (LEED) certification, and target **LEED Silver or higher** for all new office construction and comprehensive renovations.



REDUCING LANDFILL USE

Reduce landfill waste generated at our campus locations **by 50 percent** by 2025 (from a baseline of 2019).

Capital One has been on its sustainability journey for more than a decade



Climate Governance

As we've progressed in our environmental sustainability journey, we've taken steps to enhance our governance and oversight of our climate-related bodies of work. We have also instituted several climate-specific governance processes at both the enterprise and line of business levels. Climate governance is integrated into our overall ESG governance framework at all levels of the Company, including the Board and senior management levels.

Board of Directors

Our Board of Directors is actively engaged in the development of Capital One's enterprise climate strategy and risk management, including climate-related goals and targets. The Board receives updates from management on our enterprise-wide climate strategy and risk management at least once per year.

- **Governance and Nominating Committee (GNC):** Our GNC has overall responsibility for Board and committee engagement with, and oversight of,

policies, programs and strategies related to ESG matters, including climate, which the GNC does in coordination with other committees and the full Board.

- **Risk Committee:** Our Risk Committee oversees risk management activities for the company, including those associated with climate.
- **Audit Committee:** Our Audit Committee oversees any public climate disclosures in SEC filings.

Senior Management

- **Head of Climate:** In 2021, we named a Senior Advisor to the CEO with previous senior management experience in risk, strategy and line of business leadership at Capital One, to serve as the Head of Climate for the enterprise. The Head of Climate is responsible for the formulation and coordination of our enterprise climate strategy. This individual leads a team that meets regularly to develop and review our strategy on and approach to emerging climate issues such as

GHG emissions, climate regulations and climate-related challenges and opportunities in our lines of business and across the enterprise. In 2022, the Head of Climate also spearheaded work to better understand Capital One's GHG emissions, including the sources, drivers and potential levers to reduce both operational and financed emissions.

- **Head of ESG:** The Corporate Secretary and General Counsel serves as the Company's enterprise Head of ESG. This individual coordinates ESG strategies and activities at the enterprise level, including working with our Head of Climate and other senior leaders on climate issues.
- **Chief Risk Officer (CRO):** Our CRO designs and oversees the implementation of Capital One's Risk Management Framework, ensuring that appropriate risks are considered during the development and execution of the corporate strategy. The CRO elevates climate risk topics to the Board of Directors and management committees, as appropriate. The CRO reports

directly to both the CEO and to the Risk Committee of the Board.

- **Chief Enterprise Services Officer (CESO):** Our CESO oversees some key departments related to climate, including corporate real estate and corporate procurement.
- **Lines of Business (LOB):** Our LOB presidents who oversee our Auto Finance, Commercial Bank, Retail Bank and Card businesses are responsible for incorporating climate risks and opportunities into their business strategies and operating additional governance processes at the divisional level, as appropriate.
- **Chief Financial Officer (CFO):** Our CFO is responsible for our emissions measurement.

Management Committees and Working Groups

Several of our management committees are engaged in our climate governance processes including the ESG Advisory Committee, the Executive Risk Committee, and the Disclosure Committee. These committees discuss, review, and advise regarding ESG matters, including climate, as detailed on page 94.

We also have working groups that are focused on the day-to-day management of the risks and opportunities presented by climate change:

- **Enterprise Climate Working Group:** develops and reviews our strategy on and approach to emerging climate issues.
- **Climate Risk Working Group:** guides and manages our climate risk-related efforts.
- **Commercial Climate Risk Steering Group:** oversees and advises on our Commercial Bank's climate risk-related efforts.



Our Climate Strategy

The wide-ranging impact that climate change will have on our customers, clients and the communities we serve has shaped how we approach our climate strategy. Given its broad impacts, we have worked to embed climate change-related considerations into how we evaluate strategy across the enterprise.

Through our work to better understand the sources, drivers and levers for reducing emissions this year, we've developed additional ways to engage our associates, customers, clients, suppliers and other stakeholders.

This section provides a snapshot of the progress we've made to better understand our emissions footprint as an enterprise, and to drive sustainable solutions across our lines of business and in the communities we support. It also shares overviews of three of our key areas of focus over the past year: Auto Finance, Commercial Bank and our Capital One Ventures impact investing practice.

Operational Emissions

Operational emissions are inclusive of our direct GHG emissions (Scope 1), indirect GHG emissions associated with purchased electricity, steam and heat (Scope 2) and the GHG emissions associated with our supply chain (Scope 3 categories 1-14), excluding category 15 financed emissions, which are covered separately on this page. We have focused on ensuring a deep understanding of the business drivers that shape our operational emissions, with the objective of aligning processes and accountabilities with our GHG emissions reduction goals as described on page 31.

In an effort to continue our reduction in operational emissions, we performed an analysis in 2022 to gain a deeper understanding of the key business drivers and leverage points that impact these emissions.

This analysis is helping to align our action plans with continued progress towards our GHG emissions reduction goals, while also building the foundation to evaluate potential future reductions in these emissions.

Our work found that while macro trends like the greening of the grid can impact our operational emissions, we also have choices within our control that can affect these emissions, including those related to our corporate real estate, marketing strategies and mix, corporate travel policies, commuting policies and the emissions intensity improvements of major suppliers.

The measurement of operational emissions employs many estimates, inputs and data that are still nascent and evolving, and in many cases are owned or published by third parties. In 2022, we took strides to mature our control environment and enhanced our understanding of the many assumptions and estimates needed to measure these emissions. We also further defined the roles and responsibilities needed to better align functional areas with the ongoing measurement of these emissions. We continue to assess regulatory and global standard-setting initiatives that may impact the measurement and disclosure of these emissions in the future.

Internal Carbon Price

In 2020, Capital One established an internal price on carbon starting at \$15.00 per metric ton of carbon dioxide equivalent, or CO₂e, for Scope 1, Scope 2 and verified Scope 3 (in categories 1-14) emissions. This carbon fee creates a monetary value on the GHG emissions in our carbon footprint, which can enable greater visibility and incentive alignment in the future.

The fee supports a dedicated budget to fund our carbon reduction efforts and sustainability initiatives. These initiatives have included energy efficiency improvements like LED light installations, renewable on-site energy production including solar panel installation, and water conservation efforts.

Financed Emissions

Financed emissions are the GHG emissions associated with our lending activities and investments (Scope 3, category 15). In 2022, we engaged with a third party to better understand the drivers and impact of our financed emissions. We will also be working to refine our methodologies, data and controls,

and identify the long-term processes and infrastructure required to support potential future disclosures of these emissions.

This effort is a major undertaking given the size and diversity of our loan portfolios, in addition to the fact that many of the businesses to which we lend do not have accurate and reliable processes to measure their own emissions. This is especially true in many of the middle market segments and customers where our Commercial Bank has significant focus.

We have completed an initial assessment of our financed emissions and significant concentrations. While this initial assessment is reliant on data from multiple sources, including our clients, that is not fully complete, and does not currently have the same level of rigor and controls as our public emissions disclosures, it is useful to help guide our work within our businesses toward the areas of highest leverage.

Commercial Bank

Based on the initial assessment, within our Commercial Bank segment, the majority of our customers' emissions are in oil and gas and a handful of smaller, high-intensity segments. We

anticipate disclosing the emissions associated with our oil and gas portfolio in the future.

Auto Finance

In our consumer Auto Finance business, the vehicles we finance generate emissions as they are driven, called 'tailpipe' emissions. As electric vehicles (EVs) have much lower 'tailpipe' emissions than internal combustion engine (ICE) vehicles, having an Auto Finance business with minimal GHG emissions would require a lending book that is exclusively made up of EVs and a significant greening of the grid which charges them. While the exact trajectory of change in the U.S. is uncertain, we expect decreases in our financed emissions for Auto Finance to roughly follow the path of consumer adoption of EVs.

While about 7 percent of new cars sold in the U.S. were EVs in 2022, EVs make up about 1 percent of total vehicles on the road today. Similarly, a small but growing portion of the new and used vehicles in our portfolio are EVs. While the passage of recent legislation is expected to meaningfully increase the pace of EV adoption in the U.S., the exact timing will be a product of many factors and is difficult to

predict with precision, and the percentage of EVs in the used car market will lag the new car market for some time.

There are also many important affordability and logistical considerations related to the transition to EVs. For example, while the selection of electric vehicles in the market is expanding, they are still less affordable for many consumers, and the current supply of used electric vehicles is limited. Additionally, electric vehicle charging infrastructure availability varies significantly by where customers live and work and is significantly more accessible to some consumers than others.

Taking all of these factors into account, we expect the adoption of EVs to accelerate and be a key strategic vector in the auto finance market in the U.S. and we are developing the capabilities needed to be successful in the future, including EV underwriting, customer education and partnership capabilities.

Credit Card

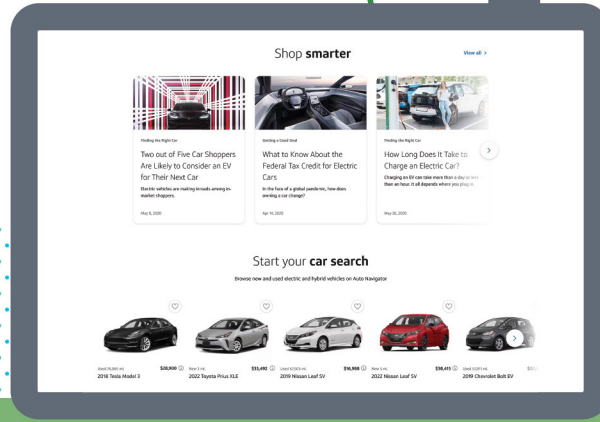
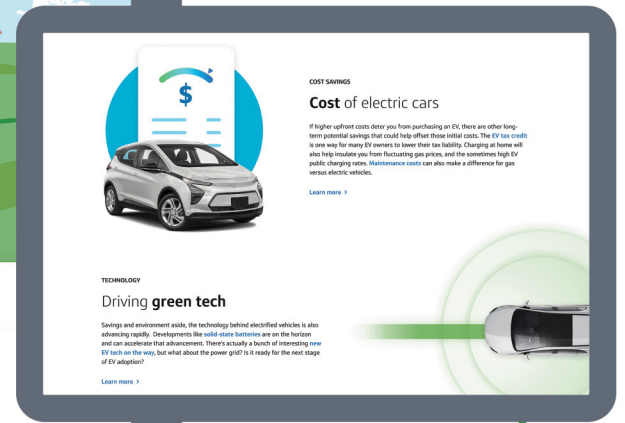
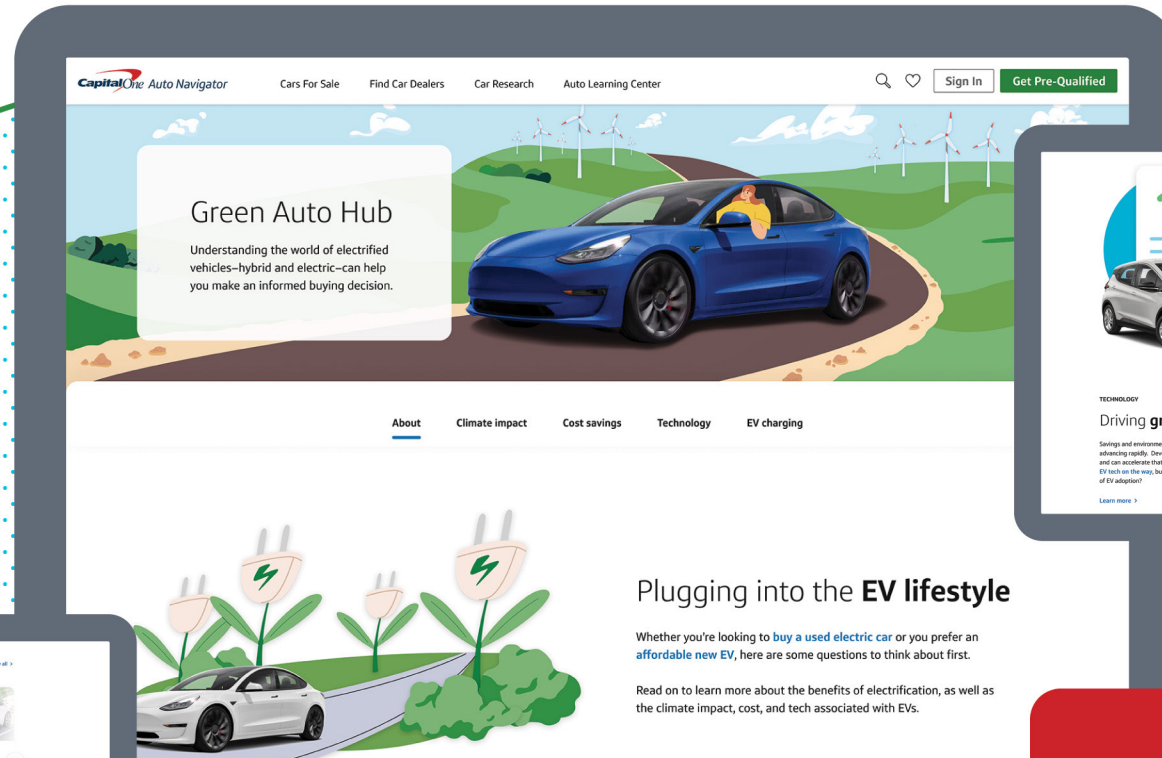
In the credit card industry, there is no established emissions calculation methodology. However, we have created a preliminary

assessment of the emissions associated with our credit card business by adapting the guidance provided by the Partnership for Carbon Accounting Financials for other segments.

Given that we don't limit where consumers use their cards, if there were to be future industry standards for measuring emissions associated with credit card lending, we would anticipate our credit card portfolio's emission intensity to mirror the trajectory of emissions associated with U.S. consumer spending over time.

Auto Finance: Green Auto Hub

Capital One launched [Green Auto Hub](#) in 2022 to educate consumers on the benefits of electric and hybrid vehicles. Consumers now have the opportunity to learn more about vehicle types, maintenance, battery, range and tax incentives, as well as the impact on the environment and potential cost savings.



Commercial Bank: Sustainable Finance Opportunities

Our Commercial Bank has a dedicated Sustainable Finance* team that works to assess and address the risks and opportunities posed by the changing environmental and social landscape to best prepare our clients and our business.

While we remain rooted in our local communities, we have scaled nationally and invested in our capabilities to support Commercial Bank clients who desire to transition to a low-carbon economy. Our Sustainable Finance team also analyzes sustainable finance capital markets trends and advises teams across Commercial Bank on financing products that align with their clients' sustainability strategies.

Our Commercial Bank has multiple lines of business and specialized products that are particularly focused on sustainability. For example, our Commercial Bank Alternative Energy Tax Credit team leads Capital One's investment in renewable energy financing, utilizing two federal renewable energy tax credits: Production and Investment tax credits.

Capital One's Commercial Bank Alternative Energy Tax Credit team has served the renewable industry by making tax equity investments in both wind and solar projects since the team was established in 2014. This team focuses on utility-scale projects, which are renewable energy projects that produce 10 megawatts or more of energy.

Since this team's inception, Capital One has invested capital to support development and construction of new renewable assets with electricity generating capacity across the U.S.

Additionally, our Commercial Bank's Municipal Finance team provides financing to state and

local government facilities for energy efficiency improvements. Many of these projects reduce public sector energy and water usage.

Our Commercial Bank also participates in a number of structured sustainable debt product offerings, including:

- Sustainability-linked loans structured to incentivize the achievement of certain targets such as lowering greenhouse gas emissions
- Green Loans and Green Bonds where the use of proceeds aims to facilitate and support environmental benefits
- Green commercial real estate financing through Fannie Mae's Green Financing programs and Freddie Mac's Green Advantage programs

* Any references to "sustainable finance" in this report are intended as references to the internally defined criteria of Capital One only and not to any jurisdiction-specific regulatory definition.



Commercial Bank: Supporting Renewable Energy Projects

Capital One invested more than \$90 million of tax equity alongside Duke Energy Renewables in the Jackpot Solar project, located in Twin Falls, Idaho. With a total generating capacity of 120 megawatts, the Jackpot solar project is currently the largest operating solar project in Idaho. Capital One's Commercial Bank Alternative Energy Finance team supplied 100 percent of the tax equity for the Jackpot project.

“We are excited to invest alongside Duke Energy Renewables, a leading developer of wind and solar projects, and be able to finance such an important renewable energy project,” said George Revock, Head of Capital One's Alternative Energy team. “Projects like these are an investment that benefits the local community in Idaho and advances Capital One's sustainability efforts.”

Located in Twin Falls County, the project comprises 372,000 solar modules. Idaho Power Company, a regulated utility serving 600,000 customers in Idaho and Oregon, has signed a 20-year power purchase agreement for energy generated by the facility.



Capital One Ventures: Impact Investing

Capital One Ventures, the strategic investment arm of Capital One, funds startups that are driving the future of data, technology and financial services. A portion of these companies are mission-driven businesses that live at the intersection of commerce and climate. These startups show potential to be economically viable and aim to deliver measurable impact through their core business.

For example, Capital One Ventures invested in Trove, a company working to scale back waste in the business of fashion. By enabling major brands to profitably engage in the resale of their own products, Trove and its partners ensure high-quality merchandise doesn't end up in a landfill, while sparing the precious water and materials that would go into replacement

products. According to Trove, collectively among its partners, over 200,000 kilograms of waste was diverted away from landfills in 2022, representing two million kilograms of CO₂e.

Through Trove, consumers trade in branded items they no longer want at the more than 700 participating brand stores across the U.S. Trove's technology streamlines the full end-to-end logistics, including trade in, issuing credits to participating customers, classifying items and their condition, getting the item ready for the brand to resell and merchandising these items for their next life.

Through corporate venture capital investments in startups like Trove, Capital One Ventures aims to harness and propagate the power of emerging technology to address the challenges of climate change. Our work here is at its formative stage, but we believe Capital One Ventures can help accelerate positive change.



User explores a recommerce brand store powered by Trove

Climate Risk Management

We explore climate-related risks to better understand the impact climate change will have on our business. Our team uses data and assumptions to make assessments and considers a variety of potential impacts of climate on our business over both near- and long-term time horizons.

We identify, manage and respond to climate-related risks through our risk identification process, incremental climate risk analysis and ongoing interaction with senior management and the Board. The Board primarily oversees climate-related risks through the Risk Committee and management discusses climate risk topics in a number of forums, including our senior management committees and climate risk working groups as described on pages 21-22.

We evaluate climate risks as they arise within our existing seven risk categories: credit, operational, strategic, reputational, market,

liquidity and compliance risks. We also identify emerging risks that may occur across a longer time horizon, happen in the future or have a potential impact that is difficult to predict.

When thinking about the effects of climate change, we look at risks in two forms — physical and transition risks.

➔ **Physical risks** come from the effects of climate-related events such as hurricanes and wildfires, and chronic shifts in climate, which include rising sea levels and higher average temperatures. Increased physical risks could significantly impact our customers and clients. For example, increased flooding could cause physical damage to properties we have financed. Additionally, climate-related events could disrupt supply chains necessary for our operations and the third parties we rely on. They could also cause broader market volatility that would impact our enterprise as a whole.

➔ **Transition risks** come from changes associated with the shift toward a lower-carbon economy, such as policy

changes, shifting consumer and business sentiment and new technologies aimed at limiting climate change. For example, there could be disruptions to carbon-intensive sectors, such as oil and gas and impacts to the credit of borrowers in that segment. The transition could also impact the financing of Internal Combustion Engine (ICE) vehicles through our Auto Finance business.

Assessing these risks allows us to better understand where we need to develop plans to monitor and mitigate these risks over time.

Our initial risk identification work helped us examine the impacts that climate change may have on our company's risk inventory. While the risks are smaller in the near term (i.e., 1-2 years), we identified some emerging climate-related risks and shared them with our Board's Risk Committee as part of our broader Enterprise Risk profile.

For example, our Commercial Bank business is exposed to transition risk associated with more carbon-intensive sectors, as well as physical risk associated with our real estate

lending portfolio. We continue to evaluate these emerging risks to better understand the potential impact and possible strategies to minimize the effects over time.

Within our Auto Finance business, the transition to electric vehicles may drive changes throughout the industry, including potential changes to customer behavior, credit performance and industry distribution models. We will continue to evaluate how these trends might impact our business strategy and risk practices over time.

As we continue to enhance climate risk management capabilities, we will conduct climate-specific scenario analysis to better understand the long-term impact of climate change on our portfolios. We will also continue to improve our risk identification process to take climate-related risks into consideration when making decisions across the enterprise. We have hired a third-party consultant to support us in building climate-related scenarios.

For more details on how Capital One manages risk, see the Risk Management section of this ESG Report found on page 95.



Metrics and Targets

Capital One has set GHG reduction targets since 2009 and continues to evaluate its GHG reduction targets in light of the most recent climate science and industry and market best practices.

We measure and set targets related to Scope 1 direct emissions from our operations, Scope 2 indirect emissions from purchased power used to run our business and Scope 3 indirect emissions (categories 1-14) that result from the operation of our business.

West Creek campus in VA

By 2030, Capital One is Committed to the Following Goals:



Reducing Scope 1 Direct Emissions by **50 percent** from our 2019 baseline:

These emissions are driven primarily by natural gas use in some of our offices, branches and cafés. **The 28 percent reduction in these emissions since 2019** has been largely due to branch and office consolidation. Future reductions can be driven by continued real estate portfolio optimization as well as the eventual replacement of some natural gas assets with electric alternatives in existing and new locations.



Continuing to purchase **100 percent** renewable energy while increasing location-aligned procurement in the markets in which we operate:

Capital One's electricity use has declined by 42 percent since 2019 largely due to branch and office consolidation as well as remote work starting in 2020 and our hybrid work policy that began in 2022. While we will continue to purchase renewable energy certificates for 100 percent of our enterprise electricity use, future reductions in electricity use can come from continued real estate portfolio optimization, energy efficiency retrofitting in our buildings and on-site renewable energy generation.



Reducing Scope 3 Emissions (Categories 1-14) by **50 percent** from our 2019 baseline:

These emissions are driven primarily by our purchased goods and services, upstream transportation and distribution, associate commute and business travel. A majority of the **34 percent reduction since 2019** has come from reduced associate commute and business travel emissions as a result of remote work starting in 2020 and our hybrid work policy that began in 2022. Future reductions can come from our supply chain as we select more efficient vendors and current vendors reduce their emissions over time.

	2019	2020	2021	2022
Electricity (MWh)	432,570	309,104	267,642	252,412
Renewable Energy Certificates (RECs)	432,570	309,104	267,642	252,412

	2019	2020	2021	2022
Scope 1 Direct Emissions (MT CO ₂ e)	10,125	7,199	6,608	7,296
Scope 2 Indirect Emissions (MT CO ₂ e)				
Location-Based Emissions	155,990	111,097	95,911	83,850
Market-Based Emissions	1,655	1,613	1,756	1,914
Scope 3 Emissions (MT CO ₂ e)				
Category 1 - Purchased Goods and Services ⁽¹⁾	154,557	146,334	152,182	151,845
Category 3 - Transmission and Distribution Losses	8,755	6,432	5,577	4,152
Category 4 - Upstream Transportation and Distribution ⁽²⁾	58,432	34,925	53,137	60,563
Category 5 - Waste Generated in Operations	1,846	2,588	2,091	2,164
Category 6 - Business Travel	46,806	11,538	4,012	14,288
Category 7 - Employee Commuting ⁽³⁾	111,070	19,851	3,292	12,569
Category 13 - Downstream Leased Assets	—	1,124	3,561	4,847
Total Scope 3 Emissions (MT CO ₂ e)	381,466	222,792	223,852	250,428
Total Scope 1, Scope 2 Location-Based and Scope 3 Categories 1, 3-7, and 13 Emissions (MT CO ₂ e)	547,581	341,088	326,371	341,574
Total Scope 1, Scope 2 Market-Based and Scope 3 Categories 1, 3-7, and 13 Emissions (MT CO ₂ e)	393,246	231,604	232,216	259,638

As best practices and industry standards emerge and evolve and data availability and quality continue to improve, we have continued to refine and enhance the estimation methodologies, usage of industry standard data, and quality assurance processes used to derive our GHG emissions results, including the application of emissions factors, and implemented a number of such changes in 2022. We assess the materiality of such refinements and enhancements on our baseline and other prior periods, based on quantitative and qualitative factors, and may recalculate prior period amounts or provide disclosure as appropriate. We did not recalculate any of the prior periods shown on this page as part of this reporting cycle.

The tables on this page present our electricity consumption and relevant GHG emissions from direct (Scope 1) and indirect (Scope 2 and Scope 3) sources, excluding financed emissions, for each year ended from 2019 (our base year) through 2022. Amounts are presented in megawatt hours (MWh) and metric tons of carbon dioxide equivalent (MT CO₂e).

- (1) 2019-2022 emissions in this category were predominately calculated using spend data and inflation-adjusted direct emissions factors from the U.S. Environmentally-Extended Input Output v1.1 tables.
- (2) The majority of emissions in this category are supplied by third-party service providers and the U.S. Postal Service Blue Earth Carbon Accounting Platform.
- (3) 2022 emissions reflect methodology refinements and enhancements to our data collection process for estimating when an associate commutes to the office which we believe improve the accuracy of this estimate. These methodology changes and data collection enhancements were applied prospectively and resulted in a reduction to our employee commute emissions estimate.

Additional Goals

Renewable Energy

Capital One has met its ongoing goal of 100 percent renewable energy since 2017 by matching renewable energy certificates (RECs) to the total annual enterprise electricity usage.

In 2018, Capital One affirmed its commitment to renewable energy by becoming a member of [RE100](#) — a collaborative, global initiative uniting more than 100 influential businesses committed to 100 percent renewable electricity.

In addition to our enterprise commitment to 100 percent renewable energy, Capital One has a goal to increase the procurement of location-aligned renewable energy produced within the markets in which we operate, as discussed on page 31.

For example, we deployed our first on-site solar array at the Michael Wassmer Innovation Center in Richmond, Virginia in 2018. Additional onsite projects are underway at our West Creek Campus in Richmond, Virginia, and our headquarters in McLean, Virginia, and are expected to become operational as early as 2023.



Solar panels on top of The Michael Wassmer Innovation Center in Richmond, VA

Green Building

Capital One is pursuing LEED Silver or higher certification on all new buildings and comprehensive renovations. Our recently constructed or comprehensively renovated corporate buildings are listed here:

Certification Year	USGBC Project Name	Rating System	Certification
2019	West Creek Campus Building 6 Refresh	LEED V3: ID+C	Silver
2019	Tysons Center 1 (Previously McLean 2)	LEED V3: BD+C	Gold
2019	West Creek Campus Building 2 Refresh	LEED V3: ID+C	Silver
2019	West Creek Campus Building 7 Refresh	LEED V3: ID+C	Silver
2019	Wilmington Workplace and Conference Center	LEED V3: ID+C	Silver
2020	Wilmington 800 Delaware Ave	LEED V3: ID+C	Silver
2020	West Creek Campus Village Café	LEED V3: BD+C	Silver
2020	Melville, NY	LEED V3: ID+C	Certified
2021	1717 Innovation Hub	LEED V4: BD+C	Silver
2021	314 Main Street	LEED V4: ID+C	Gold
2021	Tysons Center 2 (Previously McLean 1) Floors 7-10, 13, 14	LEED V3: ID+C	Not Certified*
2021	Capital One Chicago	LEED V4: ID+C	Gold
2021	Capital One - 6th & 9th Floors	LEED V4: ID+C	Certified
2021	Capital One - Houston Interior Buildout	LEED V4: ID+C	Gold
2022	Tysons Center 2 (Previously McLean 1) Health Suite	LEED V4: ID+C	Certified
2022	Capital One Block C - PAC (Capital One Hall)	LEED V3: BD+C	Gold
2022	Block C Tower (Watermark Hotel)	LEED V3: BD+C	Gold
In Progress	Tysons Center 3	LEED V3	Pending
In Progress	Capital One Philadelphia	LEED V4: ID+C	Pending
In Progress	Capital One Atlanta	LEED V4: ID+C	Pending

* Tysons Center 2 (Previously McLean 1) will be certified as part of a future existing Operations & Maintenance (O&M) Program certification.

Paper Sourcing

Capital One first instituted a corporate paper procurement policy in 2009 in which we defined our standard for Environmentally Preferred Paper (EPP) and established an initial target percentage of paper purchased for our operations that should come from EPP sources. We define EPP as paper that is certified by the [Forest Stewardship Council](#) or contains at least 30 percent post-consumer recycled content. We are exceeding our current goal of 95 percent EPP as of year end 2022.

Waste Reduction and Water Conservation

In 2015, Capital One rolled out composting and centralized waste stations at our campus locations. In addition to reducing the amount of waste that is sent to landfills, composting plays a critical role in reducing methane. By 2025, we aim to reduce landfill waste generated at our campus locations by 50 percent, as measured from our 2019 baseline.

We are also working to reduce the amount of water we use at our facilities by 20 percent, as measured from our 2019 baseline. We are currently achieving this goal by consolidating our branch and office footprint, executing water-efficiency projects and employing native landscaping and xeriscaping practices — the process of designing landscapes to reduce the need for irrigation through native and drought resistant landscaping.

	2019	2020	2021	2022
Paper Purchased (Tons)	75,060	44,952	78,811	77,996
EPP Percent	95%	99%	99%	97%

	2019	2020	2021	2022
Campus Landfill (Tons)⁽¹⁾	1,942	954	685	1,028
Percent Reduction from Baseline	N/A	51%	65%	47%

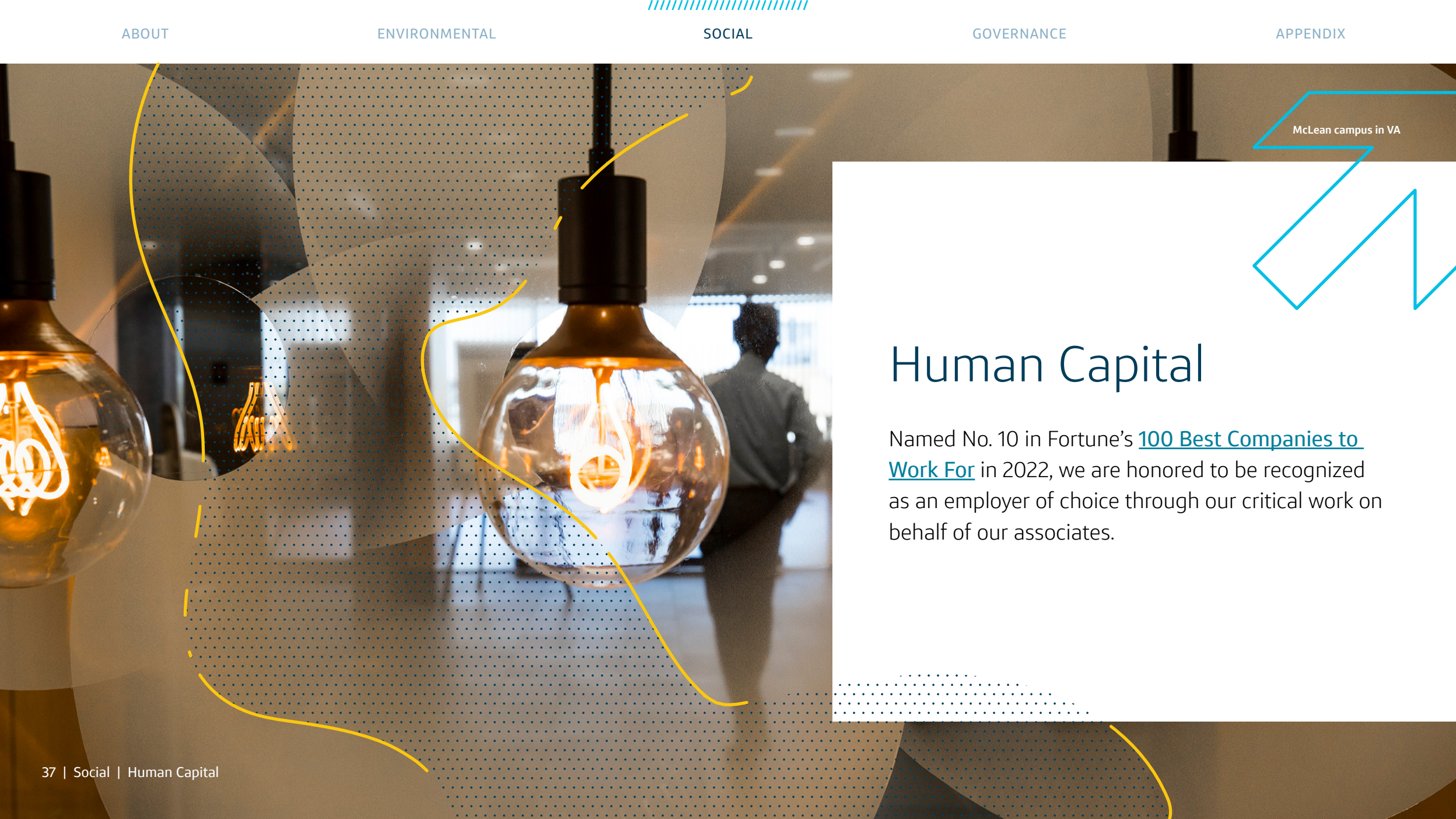
	2019	2020	2021	2022
Water Consumption (kGal)⁽²⁾	261,268	190,053	166,161	136,196
Percent Reduction from Baseline	N/A	27%	36%	48%

(1) Campus landfill includes: West Creek Campus (Richmond, VA), Knolls Campus (Richmond, VA) Plano Campus (Plano, TX), McLean headquarters (McLean, VA).

(2) Water includes billed consumption data for Office, Branch and Café locations where Capital One is responsible for the water utility service.



SOCIAL



McLean campus in VA

Human Capital

Named No. 10 in Fortune's [100 Best Companies to Work For](#) in 2022, we are honored to be recognized as an employer of choice through our critical work on behalf of our associates.

Our associates take pride in driving our mission to Change Banking for Good and fueling their own professional growth through learning and development. They spend their days immersed in a fast-moving, technology-forward environment where collaboration and a culture of belonging foster breakthrough ideas. They're empowered to take on interesting, impactful work that's disrupting an entire industry — all while having the support and flexibility to take care of what matters most to them in their personal lives.

We Support Total Well-Being

Capital One was founded on a simple principle: recruit great people and give them the opportunity to be great. We recognize that the ability to be great starts with caring for our associates.

Our Total Rewards (benefits and pay) package cares for our associates' well-being so that they can feel healthy all around — physically, emotionally and financially. With more than 48,000 U.S. associates with individual needs, caring for total well-being can look very different person to person. That's why inclusivity is at the forefront of our design. It's

in our DNA to listen to associates and use their feedback to inform our Total Rewards offerings.

Capital One offers full-time and part-time associates a choice between two Preferred Provider Organization (PPO) health plans with a Flexible Spending Account (FSA), or a Consumer-Driven Health Plan (CDHP) with a Health Savings Account (HSA). All plans are highly subsidized by Capital One and we offer an associate match of up to \$500 to an associate's FSA. We also offer up to \$500 to an associate's HSA (\$1,000 if the associate is covering dependents).

In order for new parents to focus their time and energy on their families, we provide paid leave at 100 percent for all full-time associates. All new parents receive 8 weeks of paid leave including those who grow their family through adoption, foster care or surrogacy. Associates who give birth receive additional time off for healing for a total of 18 weeks paid leave.

We continue to focus on supporting associates' well-being and offering opportunities to come together as a community to support the diverse needs of our workforce. We've hosted a variety

of education webinars on health, sleep and mental health across gender and identity groups. Over 7,900 associates have participated year to date.

2022 Workplace Awards

- + Canada's **Top Employers for Young People**
- + Dave Thomas Foundation® **Best Adoption-Friendly Workplaces™**
- + Fortune **100 Best Companies to Work For®**
- + Fortune **Best Workplaces for Millennials™**
- + Fortune **Best Workplaces for Women™**
- + Great Place to Work's **Best Workplaces for Parents**
- + Greater Toronto's **Top 2022 Employers**
- + PEOPLE **Companies That Care**
- + Wall Street Journal **Top 250 Best-Managed Companies of 2022 (ranked No. 61)**





McLean campus in VA

Total well-being extends beyond health and wellness. As a financial institution, we believe that our associates should get the same support we give to our customers. It is important that associates feel both secure in and knowledgeable about their financial situations.

In our 401(k) plan, we offer a market-leading match of 7.5 percent, which includes an automatic 3 percent company contribution before any associate contribution. Other pathways we provide to support associates' financial well-being in the short and long term include free one-on-one financial planning

with Fidelity, monthly financial education Q&A sessions and webinars, and the expansion of online and self-guided financial literacy courses that educate associates on the three pillars of financial wellness — budgeting, savings and debt management.

We have also advanced our “win with base pay” strategy to compel the best people to join and stay at Capital One by providing associates with the largest base pay increases in over a decade this past January, making additional increases at mid-year for associates with higher performance and in higher growth job families, and increasing start rates for all entry level roles.

We Encourage Career Development and Growth

We invest in the development of every associate through growth opportunities and access to new roles or responsibilities. If we're going to change the way our customers experience banking, we must continually challenge our associates to pursue positive change. We challenge our associates to be continuous learners and teachers, focusing on developing skills of the future.

In 2022, Capital One delivered 3.6 million online and instructor-led courses for our associates and contractors through our learning platforms that enabled associates to search and engage with a variety of learning plans and online training.

This included:

- ➔ **Peer Learning Community:** a developmental program that supports learning through sharing knowledge, experiences and perspectives with each other. In 2022, we delivered more than 89,000 peer-to-peer learning experiences across Capital One.
- ➔ **Learning Hive:** a training program that allows associates to consume, create and share learning content. In 2022, we had more than 43,000 active learners use Learning Hive, with more than 411,000 unique items viewed.

We Prioritize a Healthy Work-Life Balance

We know that our associates' lives extend beyond their professional roles, which is why we've built a culture that seeks to care for our associates and their families, allowing them to achieve balance.

We recognize life is full of surprises and unexpected challenges, and our associates may require last-minute child or family care for aging parents. When regular care plans are not available, Capital One offers all associates reliable dependent care benefits, including 15 days of backup care through a national network of fully screened and vetted care centers or in-home care options. Due to this benefit, parents and caregivers saved more than 11,400 work days between January and December 2022.

Associates also have the flexibility to convert their backup care days into one-on-one virtual sessions with Varsity Tutors, a live learning platform, at no additional cost. This program was added in 2021 to help school-aged children stay on track after learning disruptions due to the COVID-19 pandemic. This year,

almost 600 users have gained over 27,500 hours of tutoring support.

Capital One also recognizes 12 holidays and two floating holidays for associates to observe the cultural observances and holidays that are important to them, or just to take time for themselves. Holiday time and pay is available to full- and part-time associates. Non-exempt associates who work on a nationally recognized holiday receive holiday premium pay and exempt associates receive an incremental floating holiday for their time worked.

Our Total Rewards programs have had a positive impact on associates throughout 2022, as 92 percent of associates said that they are “encouraged to balance their work life and their personal life.”

Capital One's Hybrid Work Model

The COVID-19 pandemic has brought wide ranging, and we believe permanent, changes to how people and companies work. From early 2020 through the fall of 2022, the vast majority of Capital One associates performed their roles virtually. Operations have run smoothly,

business outcomes have been strong and associates have remained engaged and productive.

To harness the benefits of both in-person community and collaboration as well as the individual flexibility provided by virtual work, Capital One transitioned to a hybrid work company in the fall of 2022.



We have found that virtual work provides a number of benefits, including personal flexibility and efficiency that associates value, and that it holds long-term promise as an important way of working.

There also continue to be many benefits to the office environment and in-person engagement. Offices and campuses provide unique opportunities for learning, planned and unplanned collaboration, creativity and innovation, personal mentorship and team building. The significant majority of our associates want and expect both in-office and virtual work to be part of the Capital One work experience.

Flexibility is a hallmark of Capital One, and we know that flexibility can help unleash the potential of our associates. The goal of our hybrid model is to allow associates to match the work they do to the environment that best supports that work. In order to maximize the collaboration and relationships that are an important part of our culture, our initial hybrid approach attempts to concentrate the time when associates are in the office while effectively supporting remote work across Capital One.

As has been our focus over three decades, our goal at Capital One is to find great people and give them the opportunity to be great. How and where we work has always been a critical part of that journey. We are keenly aware of the pandemic’s long-term impact on the workplace, but our goal to unleash the best of our associates remains the same. We will continue to listen and learn about how this initial approach works for our associates, teams,

and customers, and we will make appropriate adjustments as necessary.

All Associate Survey Results

For more than 25 years, we’ve conducted an All Associate Survey (AAS) to gather associate feedback on our mission, strategy, benefits, workplace flexibility and enablement. Year over year, our associates place their trust in the AAS to capture their collective voice

and identify ways to improve the associate experience and how we work as a company. The survey is distributed three times per year and we adapt the survey regularly to ensure we’re addressing what’s top-of-mind for associates — like the use of technology, COVID-19 or environmental concerns.

All Associate Survey Results*



92%

of associates surveyed are proud to work for Capital One



92%

of associates believe Capital One is a great place to work



93%

of associates feel their manager encourages an environment where individual differences are valued and respected

*Results from Capital One's Q2 2022 All Associate Survey

McLean campus in VA

Workplace Diversity, Inclusion and Belonging

At Capital One, diversity, inclusion and belonging (DIB) are at the core of our culture. We're deeply committed to growing the diversity of our talent and building a culture of belonging where everyone can thrive. We strive to leverage our expertise and resources to build stronger, more inclusive teams and communities.

Capital One empowers associates to do great work by creating an open culture that values diverse perspectives, fosters collaboration and encourages innovative ideas — a place where associates can bring their authentic selves to work.

Our commitment to DIB is anchored by three core principles:



GROW

the diversity of our talent



CREATE

a culture of inclusion and belonging where all can thrive



PROMOTE

fairness in our systems and programs

Measuring impact and ensuring accountability are central to our work. Progress is tracked regularly and shared with senior leadership across Capital One. We also recognize that our journey to diversity, inclusion and belonging is ongoing and we appreciate the importance of engaging with various partners to assess performance and hold us accountable.

Fostering an Environment of Belonging

We believe that when associates feel a sense of belonging, they thrive and find greater meaning, purpose and connection in their work. This, in turn, makes Capital One a stronger and more vibrant place for our associates, our customers and our communities.

To nurture a culture of belonging, we offer programming designed to spark curiosity as well as courageous conversation and invite associates to share their personal stories of identity and belonging in monthly “Stories of Us” features. We want Capital One to be a place where associates can confidently bring their authentic selves to work, sharing their experiences and learning from one another, as well as from experts in the field of DIB.

2022 Diversity, Inclusion and Belonging Awards

- + AnitaB.org **Top Companies for Women Technologists**
- + Bloomberg **Gender-Equality Index**
- + CAREERS and the disABLED Magazine **Top 50 Employers**
- + DiversityInc **Top 50 Companies for Diversity**
- + Forbes **America’s Best Employers for Diversity**
- + Hispanic Association on Corporate Responsibility (HACR) **Corporate Inclusion Index**
- + Human Rights Campaign Foundation **Corporate Equality Index (100 percent)**
- + National Business Inclusion Consortium **Best-of-the-Best Corporation for Inclusion**
- + National Organization on Disability (NOD) **Leading Disability Employer**
- + Seramount **100 Best Companies**
- + Seramount **Best Companies for Multicultural Women**

For a current list of all workplace awards and recognition, read more [here](#).



DIB Town Hall on Race: Two Years Later — Reflect and Recalibrate

In 2022, Capital One welcomed back DIB experts Dr. Johnnetta Cole and Howard Ross to discuss the lasting effects of the racial reckoning that unfolded in 2020, in an event drawing more than 8,000 associates.

In the Town Hall on Race: Two Years Later, Cole and Ross provided a lens on understanding the past, while offering hope for the path forward and guidance on how individuals can influence change within their own spheres of influence.

A Commitment to Growing Representation

Since our founding, we have been focused on unleashing every associate's talents and potential — no matter their race, ethnicity, religion, gender, gender identity or expression, sexual orientation, age, ability or background.

We have built a company that endeavors to be a welcoming and inspiring place for all. To foster a representative workplace, we diversify talent pipelines to hire and develop individuals across all identities and backgrounds. We aim

to give associates the tools and resources they need to grow and thrive.

We remain firmly committed to the representation and inclusion of all underrepresented groups at Capital One, and we are focused where we see the greatest opportunities for sustained growth: with Black and Hispanic associates.

We engage early and through non-traditional avenues to increase the likelihood that candidates will find fulfilling careers. This takes shape through a series of summits, skill-building internship opportunities and cohort-based programming.

For example, we work with Year Up, a national nonprofit organization that offers a one-year intensive program designed to train, support and empower young adults. Each Year Up student takes on an internship for six months with corporate organizations like Capital One. Its mission is to close the opportunity gap by ensuring that young adults gain the skills, experiences and support that will empower them to reach their potential through careers and higher education.

Additionally through our Catapult program, we offer young adults from underrepresented communities — who hold a high school

diploma, GED or equivalent certification — with opportunities to transition into meaningful careers at Capital One and to be successful with the skills, experiences and support that will empower them to reach their full potential through professional training, financial education and workplace mentoring. This level of support for development and growth extends to current associates as well.

We provide associates with meaningful opportunities to build their talents and careers. Through the Customer-Facing Associate Mobility (CFAM) Program, we open new

pathways for associates who interact directly with our customers to advance their careers and transition into new roles. And with Advancing Black and Hispanic Leaders, we invest in emerging leaders with the tools, resources and relationships to accelerate growth and career development into the executive ranks.

[Learn more](#) about our efforts to develop a diverse workforce.

“Here at Capital One, we are committed to creating conditions of belonging and thriving, shaping positive change on behalf of our associates, customers and the communities we serve.”



THERESITA RICHARD

Managing Vice President for
Diversity, Inclusion and Belonging at Capital One

Workforce Representation

	2019	2022	3-year change ⁽¹⁾	2019	2022	3-year change ⁽¹⁾	2019	2022	3-year change ⁽¹⁾
Race/Ethnicity (U.S.)⁽²⁾	Leadership⁽³⁾			Mid-Level Managers⁽⁴⁾			All Associates		
Asian or Pacific Islander	12.5%	16.0%	28.0%	16.1%	21.8%	35.4%	16.9%	20.3%	20.1%
Black	2.8%	6.4%	128.6%	6.0%	6.5%	8.3%	20.3%	18.4%	-9.4%
Hispanic	3.6%	4.2%	16.7%	5.3%	4.9%	-7.5%	9.8%	9.5%	-3.1%
White	80.3%	72.0%	-10.3%	71.4%	64.9%	-9.1%	49.7%	48.5%	-2.4%
Women by Level (U.S.)	30.6%	33.2%	8.5%	35.8%	38.5%	7.5%	52.7%	50.9%	-3.4%
	2019	2022	3-year change ⁽¹⁾		2019	2022	3-year change ⁽¹⁾		
Gender (Global)	All Associates			Additional Dimensions (U.S.)	All Associates				
Men	47.1%	48.8%	3.6%	Associates with Disabilities	4.6%	11.5%	150.0%		
Women	52.4%	50.9%	-2.9%	Associates with Military Service	3.6%	3.3%	-8.3%		
Undisclosed/Non-Binary	0.5%	0.3%	-40.0%	LGBTQ+	0.90%	4.0%	344.4%		

(1) Percent Change from year end 2019–2022

(2) Race/ethnicity shown for identities with greatest representation

(3) Leadership are VP+ associates

(4) Mid-Level Managers are generally Director and Senior Director associates

Workforce by the numbers

55,943

Total Global Associates



We invite associates to self-identify so our culture is one where **all associates are seen, heard and supported**. Associates have voluntarily shared LGBTQ+ (4.0 percent), military service (3.3 percent) and disability (11.5 percent) identities.

U.S. Workforce by Job Category

EEO-1 Job Categories ⁽¹⁾	Gender ⁽²⁾	Hispanic or Latino	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races ⁽³⁾	Total
A - Executive/ Senior Level O&M⁽⁴⁾	Men	22	369	29	0	80	0	9	763
	Women	10	181	20	0	42	0	1	
B - First/Mid Level O&M⁽⁵⁾	Men	102	1,524	121	3	547	4	42	3,808
	Women	83	946	129	0	278	3	26	
2 - Professionals⁽⁶⁾	Men	1,068	8,632	1,130	17	5,177	25	444	27,820
	Women	702	5,871	1,508	17	2,891	28	310	
3 - Technicians⁽⁷⁾	Men	17	74	42	0	16	1	7	194
	Women	1	13	17	0	5	0	1	
4 - Sales Workers⁽⁶⁾	Men	48	268	36	2	18	3	6	619
	Women	26	179	13	0	17	0	3	
5 - Administrative Support Workers⁽⁷⁾	Men	793	1,669	1,249	6	206	16	177	15,732
	Women	1,790	3,969	4,733	35	535	70	484	
Grand Total	Men	2,050	12,536	2,607	28	6,044	49	685	48,936
	Women	2,612	11,159	6,420	52	3,768	101	825	

(1) Workforce data will be filed in Q3 2023 with the U.S. Equal Employment Opportunity Commission (EEOC) in accordance with current filing specifications for pay period ending 12/24/2022. Capital One jobs are aligned with job categories as defined by the EEOC. Craft Workers, Operatives, Laborer & Helpers and Service Workers job categories have been omitted from the table as Capital One does not have associates in those roles.

(2) Additional associate data: 84 associates identify as non-binary

(3) Not Hispanic or Latino

(4) Executive/Senior Level Officials & Managers (O&M) are VP+ associates

(5) First/Mid Level Officials & Managers (O&M) are generally Director and Senior Director associates

(6) Professionals and Sales Workers are generally exempt associates, excluding Director level and above

(7) Technicians and Administrative Support Workers are generally non-exempt associates

Leadership Representation

We are committed to growing the diversity of our teams across all levels through robust sourcing and hiring, talent management and retention initiatives, while also ensuring all leaders feel supported and able to thrive through career planning and development, access to mentorship and onboarding experiences that set up new leaders for success.

We have expanded our executive pipeline and continue to cultivate relationships with recruits through external partnerships to further diversify our candidate pool.

We have invested in the executive onboarding experience to better integrate leaders into the organization by providing great hiring managers, coaching and sponsorship connections.

Driven by strong external hiring, internal development and promotion, we have seen an increase in executive representation for most underrepresented identity groups. In the three year-period from 2019 to 2022,

in the U.S., Asian and Pacific Islander VP+ representation has grown 28 percent, Black VP+ representation has grown 128.6 percent, Hispanic VP+ representation has grown 16.7 percent and women’s VP+ representation has grown 8.5 percent.

While we are excited about the progress made, we are committed to sustaining our efforts to improve representation among senior leaders both in the U.S. and internationally.

Additionally, we will work to ensure that all leaders at Capital One have what they need to thrive, including a strong support network, clearly defined roles and expectations, thoughtful engagement with their senior leaders and alignment with their people leaders.

Diversity, Early Engagement and Partnership Recruitment

We are committed to increasing the number of candidates and new hires from underrepresented groups across the company and developing a diverse talent pipeline. We

remain focused on growing relationships, investment and campus presence at Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) in the United States and expanding talent pipelines in Canada and the United Kingdom.

From small networking events to career fairs, conferences and workshops, our recruiting team and business partners engage in more than 100 events annually to engage with talent from underrepresented groups.

Capital One is proud to work with HBCU and HSI partners



We are focused on expanding and deepening relationships with partner schools and believe our engagement should reflect the unique circumstances and institutional needs of each university.

- ➔ In 2022, Capital One hosted the inaugural HBCU and HSI Presidents’ Roundtable, engaging with educational and government leaders and deepening our relationships.
- ➔ We sponsor the Hispanic Scholarship Fund’s National Leadership Conference which provides students an inside track to academic and professional excellence through a combination of mentoring, professional insights and career guidance.
- ➔ In 2022, we unveiled Delaware State University Riverfront, a \$4.7MM facility donated to Delaware State University. The project is a shining example of the critical role public-private partnerships play in strengthening HBCU infrastructure and expanding graduates’ career pathways.

- ➔ In the United Kingdom, we hosted Black Heritage careers events and worked closely with partner organizations including upReach to support underrepresented applicants from a wider range of universities.

Capital One will continue efforts to engage with underrepresented talent early in their careers and continue to grow our presence at HBCUs and HSIs over the coming years.

Expanding DIB Learning

We are committed to promoting understanding of underlying historic and systemic issues that create unequal outcomes for underrepresented communities. Our aim is to strengthen our culture of inclusion and belonging by intentionally growing DIB awareness and capability through associate initiatives like:

- ➔ **Executive Education Program:** An immersive diversity education experience that develops deep knowledge and empathy among executives for historical and systemic constructs that have created bias in the workplace. More than 90 percent of all VP+ executives that

joined Capital One prior to July 15, 2022 have completed the program, and 90 percent of participants who responded to the survey report having a better understanding of the history of racial bias and inequality and the impacts it has had on others.

- ➔ **DIB Learning and Development Team:** A team dedicated to building DIB education across our organization and strives to embed DIB in all associate learning content.
- ➔ **DIB Learning Portfolio:** In 2022, included more than 100 micro-courses, eLearnings, videos, podcasts, articles and learning resources all associates can access on demand.

As part of our effort to maintain an inclusive workplace for our associates, we invest in analytical tools and resources to help us gauge what is important to our associates and what improvements they expect on this journey.

Pay Equity

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

We review groups of associates in similar roles, accounting for factors that appropriately explain differences in pay such as job location and experience. Based on this annual analysis, our most recent results show that through our efforts we continue to pay women globally 100 percent of what men are paid, and in the U.S. we continue to pay non-white associates 100 percent of what white associates are paid.



Business Resource Groups

Business Resource Groups (BRGs) are voluntary, associate-led groups that provide forums for connection, cultural celebration, community service and professional development. BRGs enrich our culture of belonging and deepen our understanding of diversity across people and experiences.

Each BRG is sponsored by a senior leader at Capital One and supports Capital One’s commitment to attract, develop and retain talent from all backgrounds and experiences.

BRGs are open to associates of all identities, and more than 60 percent of associates belong to at least one BRG.



Workforce by the numbers

29,900+
associates in BRGs*



8	4
Enterprise BRGs	Tech BRGs

*U.S. Associates only

Enterprise BRGs



In 2022, Capital One launched the **&family** BRG — the first new BRG in nearly a decade — to support associates who are balancing career and caregiving. We know that our associates’ lives extend beyond their roles. &family helps to identify untapped needs, deliver engaging content and connect associates to a variety of existing benefits, resources and tools.



empowher elevates women and allies, and plays an important role attracting, engaging and developing tomorrow’s leaders. With heart and humanity, empowher focuses on building diverse pipelines and expanding opportunities for new hires and current associates, while continuing to cultivate a culture of belonging



Origins is focused on empowering Asian and Pacific Islander (API) communities to achieve their work and life goals through shared lived experiences to create a sense of belonging, amplifying voices and creating connections and uplifting the API community through engagement with partners and advocates.



Salute enables military, military spouse and veteran associates to thrive through associate engagement, active duty transition, recruiting, community engagement and reserve support. Salute members and allies are actively involved in Hiring Our Heroes, Capital One’s partnership with the U.S. Chamber of Commerce Foundation to find meaningful employment for veterans and military spouses.



CapAbilities provides a community for associates who identify with having a disability, as well as caregivers and allies, and sustains active Advocacy Circles, including Autism

Spectrum Connections and Gray Matter (with an emphasis on mental health and wellness).

CapAbilities builds connections and removes barriers for people with disabilities within the workplace, marketplace and home.



HOLA empowers Hispanic associates and allies to thrive both in and out of Capital One. HOLA believes we are

stronger together, and strives to ensure that all members feel a deep sense of belonging, discover valuable avenues to participate and feel invested.



Out Front fosters open channels of communication and engagement among LGBTQ+ associates, leaders

and allies across Capital One and focuses on raising awareness within and outside of Capital One as well as in our communities.



VOICES helps build an environment where Black associates and allies are empowered to

drive change, break barriers and make an impact across Capital One. VOICES provides associates with opportunities to network with colleagues and obtain dynamic development resources to further their careers at Capital One.

Tech BRGs

Our Tech BRGs are empowering associates to tackle obstacles, succeed and thrive in Tech through an infrastructure that seeks to grow diverse representation, unites and engages associates, increases a sense of belonging, showcases technical capacities and equitably grows careers.

The four Tech BRGs (Blacks in Tech, Hispanics in Tech, Women in Tech and Equality Allies) drive these results through community engagement, development programs and recruiting efforts.



Blacks in Tech (BIT) is committed to cultivating, inspiring, educating, and supporting Black technologists at all stages of their careers. BIT's goals are to create an impact, amplify the voices of BIT members, engage peers to strengthen our inclusive culture and help to recruit, attract and retain top talent from all backgrounds.



Women in Tech (WIT) focuses on developing a love of technology in young women in our communities, improving the representation of associates in technology who identify as women, highlighting role models at Capital One and in the industry and supporting the career development of its members across Capital One.



Hispanics in Tech (HIT) works to support Capital One's focus on growing the diversity of our talent, building an inclusive work culture where technologists can thrive and promoting fairness and equity in our systems. HIT is building a community where members feel connected – one that is focused on helping them to continue growing in their careers.



Equality Allies works together with the BIT, HIT and WIT BRGs to address inequities in the tech industry by helping to raise awareness of the issues that underrepresented groups (URG) face in tech and identify ways that allies can take action to support URGs. Equality Allies focuses on positively influencing the URG recruiting pipeline and candidate experience, advancing our culture of inclusion and belonging, supporting the growth of associates in URGs and increasing allyship engagement.

“Here at Capital One — and especially in Tech — we have long recognized that strength comes from different perspectives and expertise. Teams that can pull from a wide variety of experiences build better products that better serve customers’ needs. Our Tech Business Resource Groups help us attract and grow great diverse talent, build a more inclusive culture and create opportunities where all of our associates can thrive.”



ROB ALEXANDER
Chief Information Officer at Capital One

Equity by Design

To create more equitable experiences for associates and customers, Capital One launched Equity by Design. Through this new program, experience designers serve as thought partners and service providers, partnering across the company to elevate equitable, inclusive and human-centered design practices for internal and external products and services. They engage in research and reporting, help to establish design frameworks, perform design consultation and offer design training and coaching.

The program was inspired by the belief that centering the fullness of the lived experiences and perspectives of those we are seeking to serve as well as those contributing to the design process can transform associate and customer experiences.

In 2022, Equity by Design, in partnership with HmntyCntrd, created space for a personal and professional growth community of hundreds of designers at Capital One, introducing them to rich, nuanced learning and development into workplace culture that measurably raised their DIB literacy and application within real work contexts as opposed to academic theory.

DIB Partnership and Support

We understand that advancing diversity, inclusion and belonging is not solo work. It requires strategic partnership and support both within our company and beyond. We use our platform to influence positive change on behalf of our associates, customers and communities. For example, in 2022 we hosted sessions during the Out & Equal Workplace Summit, enabling the development of our associates. True to our value of Do the Right Thing, we aim to make a difference as we work alongside external partners like Out & Equal to address the work that still needs to be done to build more inclusive and equitable communities.



Supplier Diversity

Supplier diversity is an integral part of the way Capital One does business. We create mutually beneficial relationships with businesses owned by underrepresented groups including people with disabilities, LGBTQ+ individuals, veterans, women and individuals from historically underrepresented racial and ethnic identities.

Capital One invests in growing supplier diversity and provides development programs that help businesses be successful. In 2022, Capital One spent \$984 million (13.9 percent of procurable spend) with diverse suppliers, an increase of \$280 million from 2021.



Participants in the SAGE Supplier Diversity development program

In 2022, Capital One:

Spent

\$984 million

(13.9 percent of procurable spend) with diverse suppliers, an increase of **\$280 million from 2021**

Supported

100+

businesses through Supplier Diversity Mentoring

Engaged

175+

associates as advisors, mentors and instructors in Supplier Diversity Development Programs

Capital One's Supplier Diversity Development Programs

We view our vendors and contractors as representatives of our team. We support, mentor and coach our suppliers to enable them to scale.

Capital One's Supplier Diversity Mentoring Program provides Black and Hispanic business owners in Texas and Virginia with the tools, resources and guidance needed to be competitive and succeed in today's marketplace.

Among a number of initiatives, we are increasing and accelerating our investments in partners and suppliers across our businesses and provide development programs that enable businesses to be competitive in the marketplace, whether they are a supplier of Capital One or not. Two of these programs are:

- ➔ **Catapult:** an immersive six-month program designed to help businesses bridge the digital skills gap through instructional courses, collaborative thinking workshops, access to one-on-one meetings with subject matter experts and regular meetings with a dedicated Advisory Board of Capital One associates.
- ➔ **SAGE:** an education program developed in partnership with the Women Business Enterprise Council — Greater DMV and Metro New York that assists women-owned businesses in creating a three-year business plan and growth through customized sessions delivered by successful women business owners and Capital One associates.

In 2022, Capital One's Supplier Diversity programs, including Mentoring Program, Catapult and SAGE, supported 132 businesses. Over 175 associates participated as advisors, mentors and instructors across the various developmental programs.

In addition to these initiatives, Capital One also works with five major nonprofit organizations that provide access to industry best practices and help us to identify suppliers through curated databases:

- ➔ Women Business Enterprise National Conference (WBENC)
- ➔ National Minority Supplier Development Council (NMSDC)
- ➔ National Veteran-Owned Business Association (NaVOBA)
- ➔ National Gay and Lesbian Chamber of Commerce (NGLCC)
- ➔ DISABILITY:IN

“Capital One understands the richness that businesses owned by underrepresented groups can bring to our organization, and we are focused on opening doors for these companies to help them compete. We remain committed to increasing our investment to support business enterprises owned by people with disabilities, LGBTQ+ individuals, veterans, women and individuals from historically underrepresented racial and ethnic identities.”



CLINT GRIMES
Senior Vice President
and Chief Procurement
Officer at Capital One



Associates at the 2022 Inaugural Supplier Diversity Summit on the McLean campus in VA

Inaugural Supplier Diversity Summit

Capital One launched a new Supplier Diversity Summit, a forum for education, networking and celebrating accomplishments in the Supplier Diversity space. By bringing suppliers and community partners together with Capital One associates, the Summit offered a platform to further highlight the benefits of having a diverse supply chain base representative of the communities we serve.

Hundreds of attendees participated in the Summit, where leaders shared strategies on how to educate, connect and align on advancing opportunities for businesses owned by members of underrepresented groups.

“The energy in the room was palpable and the feedback we received has been overwhelmingly positive,” said Reuben Essandoh, Head of Supplier Diversity at Capital One. “One key takeaway I am hoping our business leaders left with is to be comfortable being uncomfortable, and to grant partnership opportunities for diverse business owners.”

[Learn more](#) about how our Supplier Diversity Program is supporting diverse small business leaders.

Engaging Women and Minority-Owned Firms in Capital Markets Transactions

Capital One’s support of women and minority-owned firms through our capital markets funding programs furthers our mission to advance diversity, inclusion and belonging.

Our Capital Markets team raises wholesale funding for the Bank through issuance in the debt and equity capital markets. The team supports firms that advance DIB through underwriting mandates on these funding transactions as aligned with our own mission.

For over a decade, Capital One has been a leader in including women and minority-owned

firms in our Capital Markets transactions. In 2021, we also became an early leader in setting up a structure for lead underwriters to serve as a Diversity & Inclusion (D&I) coordinator for our transactions. This innovative model has led to mutually beneficial outcomes such as:

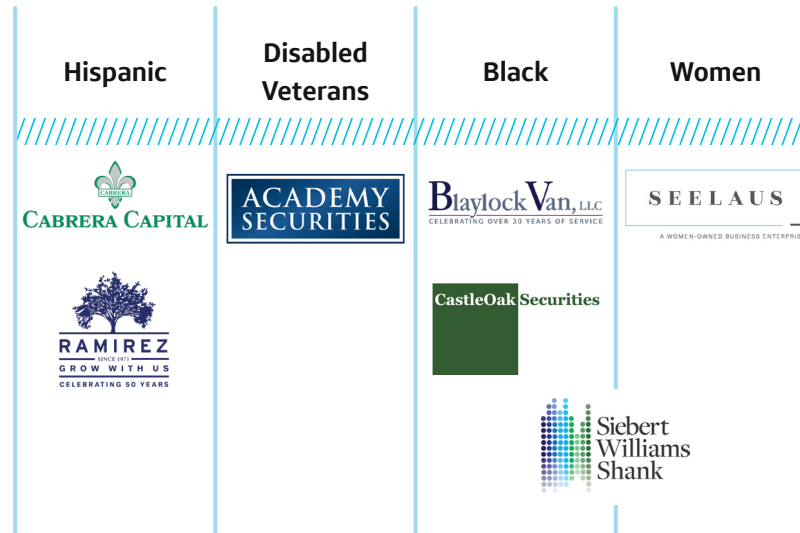
- Deepening our investor base by providing access to smaller clients and minority investors that may not have coverage from our larger bank partners
- Providing opportunity for women and minority-owned firms to earn greater fees through increased engagement on our transactions

The firms we partner with have been vocal about the benefits of working with a D&I coordinator in creating a smooth process, ensuring inclusion from beginning to end of the transaction and securing allocations for priority investors.

7 Women and minority owned firms engaged in funding transactions in 2022

\$2.7M
In fees committed to women and minority firms in 2022

\$13.6M
In fees committed to women and minority firms since 2012



“The Capital One relationship is longstanding and has been instrumental in creating opportunities for us to demonstrate our investor reach.”



ARION WILLIAMS
Corporate Finance Senior Vice President at Siebert Williams



Consumer Well-Being and Financial Inclusion

Everyone deserves a bank that actively works to help them succeed. That is Capital One's founding promise.

At Capital One, we recognize financial well-being as the condition wherein a person can fully meet financial obligations, feel secure in their financial future and make choices that allow them to enjoy life.

Since our founding, we have been guided by the belief that no one should be locked out of the financial system, and we remain unique among large banks in serving the full spectrum of American consumers.

This continued belief drives us to make bold, trend-setting moves, like our decision to remove overdraft fees in 2021.

Since the launch of no-fee overdraft, customers have:

- + Saved more than **\$200M**
- + Defaulted at a **lower rate from overdraft** than when they had a fee

Financial Well-Being =

A condition wherein a person can fully meet current and ongoing financial obligations, can feel secure in their financial future and is able to make choices that allow them to enjoy life. Source: [CFPB](#)

Financial Inclusion

The condition in which individuals and businesses (primarily underbanked) have access to useful and affordable financial products and services that meet their needs, delivered in a responsible and sustainable way

Source: [The World Bank](#)



Financial Capability

The combination of attitude, knowledge, skills and self-efficacy needed to make and exercise money management decisions that best fit the circumstances of one's life

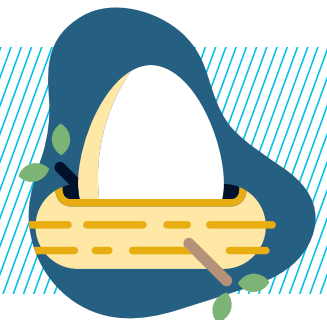
Source: [Microfinance Opportunities](#)



Financial Health

Whether people are able to spend, save, borrow and plan in ways that will enable them to be resilient

Source: [Financial Health Network](#)

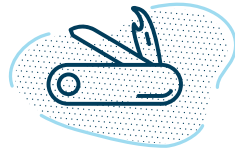


We're committed to helping people thrive within the financial system and improve their financial well-being. Increasing an individual's access to financial products and the banking system has the potential to improve their financial life as well as future generations.

“We remain steadfast in our commitment to develop inclusive and innovative products that help people save more and stress less every day on their path to a secure financial life.”

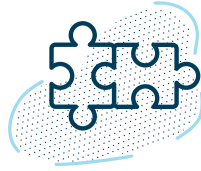


CELIA KARAM
President of Retail Bank at Capital One



Helping customers and clients achieve confidence in how they spend, borrow, save and plan

Offering products and tools to manage debt, improve credit score and increase savings



Demystifying personal finance to help people improve their relationship with money

Working with trusted community organizations on initiatives that focus on financial health fundamentals like budgeting, savings, credit and debt



Connecting individuals to effective products and resources that empower them to access and build credit

Investing in nonprofit partners that better reach traditionally underserved communities with credit building products, such as a secured card



Supporting the knowledge, skills and self efficacy needed to make and exercise money management decisions

Virtual and in-person financial well-being workshops hosted in partnership with community partners, as well as within Capital One Cafés nationwide



Innovative use of technology to creatively solve problems that move people forward on their financial journey

Tools that allow people to safely and confidently manage their money digitally, and supporting programs that create reliable digital services, devices and infrastructure in underserved communities

Products and Services

Our focus on treating people fairly and commitment to quality service have long guided our mission to democratize credit and function as a full-spectrum lender to serve all people — no matter where they are currently in their financial journey.

To best support the millions of people who have started their credit and banking journey with Capital One, we offer comprehensive financial solutions that can help people on the road to financial well-being.



Capital One Café in
Easton Town Center, OH

“We’re redefining the customer experience in ways that make life easier and more exciting. With an ever-expanding collection of groundbreaking experiences — everything from a cup of coffee with some financial mentoring, to a break from airport crowds, or access to the very best in dining and entertainment — we’re always striving to meet our customers where they are and help them get where they want to go.”



LIA DEAN
President of Banking
and Premium Products
at Capital One

Spend

- + Credit cards that help people build credit with responsible use
- + Travel and cash back rewards cards offer unlimited rewards that won't expire for the life of the account, and can be redeemed in a number of ways
- + Checking account with no minimums and no fees, including no overdraft fees
- + Access to 70,000+ fee-free ATMs
- + Capital One Shopping instantly searches for and applies available coupon codes at checkout. It also lets customers know when prices drop on products they've viewed and purchased

Save

- + 24/7 mobile banking through our top-rated mobile app so customers can manage their money online anytime, including easy account transfer capability and automatic savings plan functionality
- + Savings account with no fees and no minimums and a savings rate that lets you earn more when you save more

Borrow

- + Secured cards that open up access for people who are establishing, building or rebuilding their credit.
- + CreditWise from Capital One, a free credit monitoring app where users can understand and monitor their credit score
- + Learn & Grow Credit Building Content Hub, with helpful tips and resources on how to build credit
- + Capital One Auto Financing allows customers to pre-qualify for auto financing or refinance their current auto loan

Plan

- + Capital One shares proactive insights about noteworthy transactions — such as fraud alerts, instant purchase notifications, duplicate charges, generous tips, unusual increases in recurring charges and more, so individuals can protect and keep tabs on their finances
- + Our Money & Life program helps people develop a healthier relationship with money through 1:1 mentoring, workshops and self-guided exercises
- + Capital One's website allows individuals to be pre-approved for certain credit card offers with no impact to credit score
- + Capital One Auto Navigator allows individuals to pre-qualify for financing in minutes with no impact to credit score
- + Capital One Green Auto Hub helps car buyers understand the world of hybrid and electric vehicles to assist them in making a decision to sustainability

Experience

- + Capital One Dining and Capital One Entertainment provide rewards cardholders with access to one-of-a-kind experiences in dining, music and sports
- + Capital One Travel helps cardholders book travel confidently, with smarter tools and thousands of trip options. Features like price prediction, price alerts and price drop protection give customers peace of mind when booking travel
- + Capital One Lounges offer a fresh take on the traditional airport lounge with healthy, chef-inspired food that can be savored at the Lounge or on the go, and amenities like relaxation and fitness rooms, shower suites and high-speed Wi-Fi
- + Capital One Cafés provide visitors with community workspaces, free Wi-Fi, ATMs and assistance with their banking needs



Elimination of Overdraft Fees

+ We acted on our vision of reimagining banking as Capital One became the first top 10 retail bank to provide free overdraft protection and completely eliminate all overdraft and non-sufficient funds fees for all consumer banking customers. Overdraft protection is a valuable and convenient feature and can be an important safety net for families.

Bank On Certification

+ As a result of our elimination of overdraft and non-sufficient funds fees, our primary checking account offering, Capital One 360 Checking, earned official certification by the Cities for Financial Empowerment Fund (CFE Fund) for meeting the Bank On National Account Standards — resulting in over 70 percent of Capital One’s consumer checking accounts now designated as Bank On certified. Bank On certification is only granted to accounts that ensure low cost, high functionality and consumer safety.

Building Credit

+ In 2022, we increased the customer value of our student credit cards, SavorOne Student and Quicksilver Student, with a welcome offer. This benefit is one example of how we continuously adjust and improve our product offers to provide value in new and different ways while students learn how to responsibly use their cards to build credit.

Accessibility

+ We are responsive to the needs of individuals with disabilities and provide a variety of accommodations to meet their needs for positive banking experiences.
+ In 2021, we launched our first Americans with Disabilities Act compliant Braille card for Consumer and Small Business Credit Cards to provide our sight-impaired customers with the best possible experience.

Key Accomplishments

Our philosophy and approach to supporting customers and clients on their journey to financial well-being is also reflected in the myriad ways we support the communities we serve.



Customer Satisfaction

We recognize that our products and services are a primary way for people to experience the ways in which we are Changing Banking for Good. Our financial well-being programs, digital tools and services are designed to demystify personal finance and help people improve their relationship with money.

We are proud to have been named to a variety of product and industry awards, including but not limited to:



Consumer Banking

- + Named as one of the **TIME® 100 Most Influential Companies of 2022*** for elimination of overdraft fees
- + **Ranked No. 1** in Online Banking Satisfaction and Mobile App Satisfaction among National Banks in J.D. Power National Banking Study
- + Named as one of Forbes **World's Best Banks of 2022**
- + Capital One Auto Finance **Ranked No. 3** among **Mass Market Brands** and **No. 1** among **Luxury Brands** in the J.D. Power 2022 U.S. Consumer Financing Satisfaction Study

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Credit Cards

Best Flexible Rewards Card
FORBES

Editor's Choice Award for Best All-Around Credit Card
THE POINTS GUY

Best Financial Apps and Services
REAL SIMPLE

Best Overall Travel Rewards Card
WALL STREET JOURNAL
BUYSIDE

Best Credit Card for Families
BANKRATE



Fraud and Human Protection

We recognize that fraud is an ever-present and growing threat that can impact everyone including our customers. Capital One will continue to protect our customers by offering innovative financial products and services such as Virtual Card Numbers, real-time alerts for suspicious account activity and zero dollar liability for unauthorized charges.

With the assistance of data analytics and machine learning algorithms, associates in Capital One's Anti-Money Laundering (AML) program are also developing and deploying advanced tools to analyze and investigate potential anomalies that could be indicative of human trafficking, elder abuse and other money laundering typologies. Additionally, Capital One continues to invest in its Financial Exploitation of Vulnerable Adults (FEVA) prevention program by maintaining awareness of risks so associates can raise concerns to our dedicated team of FEVA specialists.

McLean campus in VA



Sweet Auburn neighborhood in Atlanta, GA
(Story on pg. 73)

Community Engagement and Social Impact

Our mission to Change Banking for Good guides how we run our businesses, how we serve our customers and communities and how we treat each other. This includes a focus on the role we play in helping people achieve financial well-being.

Socioeconomic mobility is powered by inclusion and access to opportunity. Disparities in housing, education and employment, among other factors, can create inequities in a person's financial health and overall well-being. This is particularly true for many marginalized communities historically precluded from full participation in the economy.

Capital One has a unique history and business model in banking. The notion of investing in people — taking a chance on them and then growing with them — is our north star.

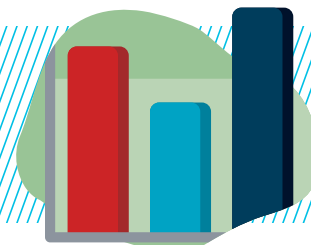
By leveraging the power of public-private partnerships, data and innovation — combined with our human-centered approach to meet the individualized needs of a diverse range of customers and clients — we believe we are uniquely positioned to help individuals and communities along their financial journey.

In the pages ahead, we share some of our most impactful community impact case studies from 2022. For a full look at our community engagement work, please visit Capital One's [Our Commitments](#) page.

Public-Private Partnerships



Data



Innovation



“Everyone deserves an equal opportunity to prosper. We seek to be mobilizers for our communities by taking an integrated approach, leveraging collaborative partnerships, data-driven advocacy and innovative solutions to achieve change at scale.”



ANDY NAVARRETE
Head of External
Affairs at Capital One

Capital One Impact Initiative

The Capital One Impact Initiative is an [initial \\$200 million, five-year commitment](#) — made in October 2020 — to support growth in underserved communities and advance socioeconomic mobility by closing gaps in equity and opportunity. Our work focuses on:



Affordable Housing

Providing capital to finance affordable rental housing developments in partnership with nonprofits, communities, real estate developers and federal, state and local governments.



Digital Access

Enabling people to stay connected through access to information and resources, working and learning remotely, and managing household finances.



Financial Well-being

Equipping individuals with the products and resources needed to fully meet financial obligations, and feel secure in their financial future.



Racial Equity

Investing in diverse communities and businesses, and supporting organizations that expand economic opportunity, particularly for Black and Hispanic communities.



Small Business

Partnering with nonprofits that strive to empower entrepreneurs from underrepresented backgrounds to ensure that all small business owners have an equal access to resources, including capital and opportunity to succeed.



Workforce Development

Helping create pathways to new opportunities and careers for low- and moderate-income individuals.

2022 Impact at a Glance

Granted more than

\$70M

in philanthropic funding to help **build economic opportunity** in our communities

Partnered with over

1,400

nonprofit organization

Recognized by:

- + Just Capital's **Just 100**
- + People Magazine's **Companies that Care**
- + **The Civic 50** by Points of Light
- + Washington Business Journal **Corporate Philanthropy — Large Companies by Giving in Greater D.C.**
- + The University of Texas at Dallas **Corporate Diversity Award**

Capital One Insights Center

Launched in 2021, the Capital One Insights Center serves to [produce research, data and partnerships](#) that advance equity and inclusion.

In 2022, we stepped up efforts by convening relevant stakeholders such as nonprofit organizations, government and private-sector actors in order to more effectively draw from lived experiences and drive innovative solutions that support underserved communities.



The role of digital access in advancing financial security and well-being

Convened a roundtable of researchers, practitioners who work directly in underserved and rural communities, local leaders and advocates to identify research gaps, unmet opportunities and promising solutions that can be brought to scale.



Place-based small business investment models that build wealth and equity

Hosted a session at the Aspen Institute's Latino Business & Entrepreneurship Summit 2022, to spotlight Richmond, VA as a case study. Conversations focused on learning about local conditions to further understand challenges experienced by small business owners with an eye toward developing solutions that support their growth and development.

Read more [here](#).

Social Impact Volunteerism

We strive to share our greatest assets — our associates' talents, ideas and knowledge — with communities through direct support to local and national nonprofits.

Read more about our social impact volunteerism [here](#).

In 2022:

13,938

associates volunteered over **250,000 hours** in our communities

Over 900 of those associates engaged in Pro Bono volunteerism supporting 162 unique community partners

Nearly

9 in 10

Pro Bono community partners reported being able to:

- + More effectively focus on their mission and vision
- + Improve their social capital
- + Increase their network of subject matter experts who can offer them specific knowledge, skills and support





Public-Private Partnerships

Effective public-private partnerships are built on a shared vision and complementary skills and resources for solving tough challenges.

We recognize the real impact that public, private and social sector organizations can create through working together to develop and deploy initiatives and investments that unlock the economic potential of our communities.

We believe we can achieve greater outcomes when we align on partnership goals, ground ourselves in the real world experience of community partners, understand each other's mission and put those values into action.

“The need for public-private partnership has only grown. Rallying around a shared purpose and creating effective frameworks for collaboration can bring about winning solutions for the community that neither can achieve on their own.”



DESIREE FRANCIS
MVP, Community Finance at Capital One

Terwilliger Place: Providing Affordable Housing for Veterans Through Low Income Housing Tax Credits

In 2022 alone, Capital One's Community Finance team lent and invested \$1.84 billion in affordable housing and financed over 9,000 affordable housing units.

These efforts include financing the construction of Terwilliger Place, located in Arlington, Virginia, which became Virginia's largest affordable housing development for veterans.

This development comes as the result of a longstanding relationship between Arlington Partnership for Affordable Housing (APAH) and Capital One. Since 2011, Capital One has supported APAH's effort to bring nearly 450 affordable housing units to the Washington, D.C. area as part of the bank's broader commitment to affordable housing.



Terwilliger Place is billed as the [first Housing Credit development in the state with a leasing preference for veterans](#). It offers 160 units of affordable housing with half of those units set aside for veterans.

“When young Americans sign up to serve in the military, we make them a promise: if you fight for us, we’ll fight for you,” U.S. Secretary of Veteran Affairs Denis McDonough said while speaking at Terwilliger Place’s grand opening ceremony in September 2022. “[Terwilliger Place] can be a successful blueprint to help increase the stock of housing dedicated to Veterans and provide more opportunities for those who have served... Because no veteran should be homeless in the country they fought to defend.”

The idea for creating Terwilliger Place came to be in 2016 when the American Legion Post 139 selected APAH to redevelop their site in Virginia Square to transform their site, programs and services.

This chapter of the largest wartime veterans service organization in the U.S. now offers veteran-focused resident services within Terwilliger Place, including a new 6,000 square foot space that features a gathering area and private counseling spaces.

Additionally, Capital One provided APAH with grant funding to help enroll 50 residents, 20 of which are veterans, to pilot an Individual Development Account program to encourage residents to save towards a personal goal such as homeownership or starting a small business.

The financing of the \$80 million development of Terwilliger Place underscores the power of public-private partnerships through funding including:

- ➔ The Virginia Housing Development Authority allocated 9 percent and 4 percent low income housing tax credits
- ➔ The Virginia Housing Development Authority provided two direct permanent loans, in addition to loans from the Virginia Department of Housing and Community Development’s Housing Trust Fund and Arlington County
- ➔ Capital One originated \$37 million through a Low Income Housing Tax Credit (LIHTC) equity investment
- ➔ Capital One also provided \$24 million in construction debt



Terwilliger Place ribbon cutting event in Arlington, VA

“I watched them build this building from the ground up. Everyday I walk in here I’m just excited to be home and have a place I can call my own.”



ROBERT DAVIS

U.S. veteran and current resident at Terwilliger Place

Revitalizing Communities Through the New Markets Tax Credit Program

Capital One participates in the New Markets Tax Credit (NMTC) program — a federal initiative that provides incentives for private investment and development in economically distressed communities through federal tax credits.

The company's efforts come to life as a lender, investor and as an allocatee through its community development entity (CDE), Capital One Community Renewal Fund (COCRF).

In 2022, Capital One financed 27 NMTC projects and invested nearly \$439 million of capital in projects that increased access to food and shelter, provided more equitable health and education facilities and created quality jobs.

Since establishing its CDE in 2005, Capital One has helped shape the impact of the federal NMTC program through supporting organizations such as the Historic District Development Corporation (HDDC).

Founded by Coretta Scott King, her sister-in-law Christine King Farris and civil rights advocate John Cox in 1980, HDDC pioneered the “block-by-block” redevelopment strategy in the 1990s by building new properties adjacent to where they were rehabilitating existing structures to avoid displacing residents.

In 2022, COCRF provided \$3 million in federal allocation towards a \$30.5 million New Markets Tax Credit transaction towards the development of The Front Porch – a 100,000 square foot development of a mixed-use space in Atlanta.

As HDDC moves into commercial development, it will focus on sustaining local businesses integral to the historic culture of the area, providing technical assistance for entrepreneurs and the incorporation of sustainability, urban agriculture and community wealth building initiatives. Additionally, it will include 31 units of affordable rental housing, as well as 16 for-sale condominium units to encourage asset building.

The development will serve as the signature early stage project in what will be known as the SAGE (Sweet Auburn Green and Equitable) District, located in a severely distressed census tract with a poverty rate of nearly 33 percent and a median-family income at 29 percent of the national average.



“The Sweet Auburn neighborhood historically had been a beacon of activity and inspiration in Atlanta, where African American entertainers, civic leaders and businesspeople once established their careers, found success and advocated for equity. With this new investment, we are hopeful that it will once again be restored to its original status as a bustling hub for the next generation to build wealth, live, work and enjoy arts and entertainment.”



CHENE E JOSEPH
President and CEO of
HDCC



Strive USA: Building a more Inclusive Economy through Support for Small Businesses

Capital One joined forces with [Strive USA](#), a new program led by the [Mastercard Center for Inclusive Growth](#) to provide support for five million businesses over the next five years, with a focus on underserved business owners. Strive USA will support and enhance delivery of federal dollars dedicated to small business growth.

Our company began working with Strive USA as a founding member of the [Economic Opportunity Coalition](#), a public and private effort to align billions in investments to underserved communities.

Through support to this program, Capital One aims to enact change by:

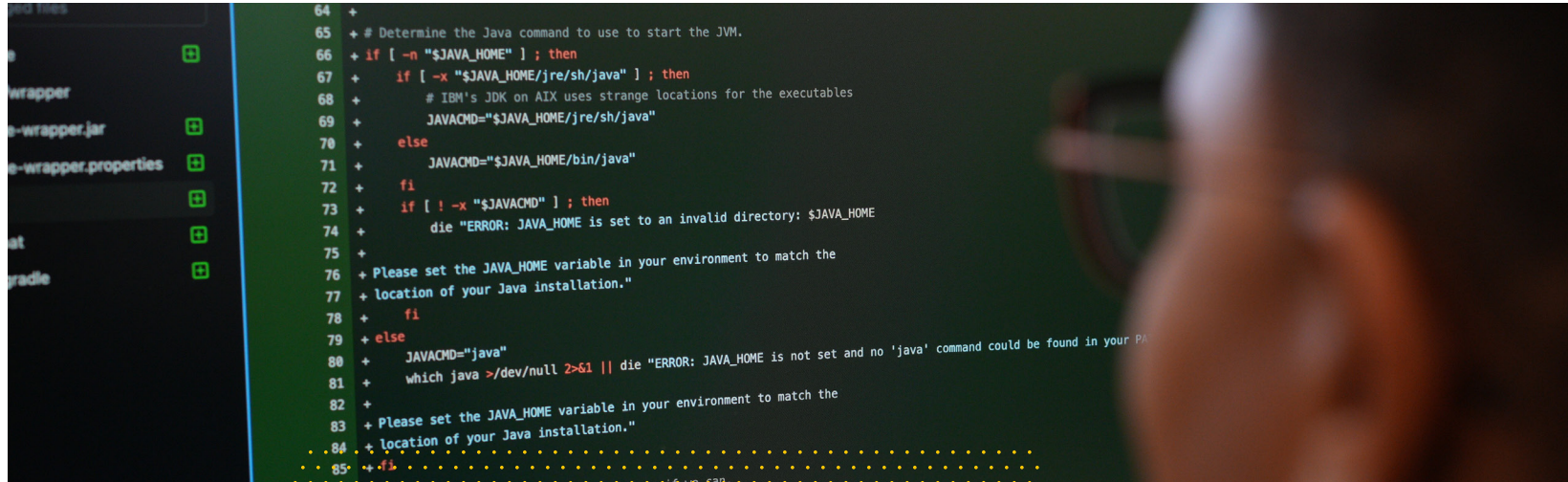
- ➔ Providing capital to Community Development Financial Institutions (CDFIs)
- ➔ Accelerating investments with underserved partners and suppliers

- ➔ Building a suite of financial products specifically designed to support business owners with varying needs
- ➔ Expanding digital access, mentoring, training, advisory programs, network development and wraparound services that help small business owners succeed as they gain access to funding
- ➔ Producing custom research aimed at closing information gaps to advance greater equity and opportunity in the small business ecosystem through the Capital One Insights Center.

Strive USA's key objectives include providing small business support to improve the financial resilience and growth of U.S. small businesses and address the systemic inequities that underserved entrepreneurs face.

This program aims to leverage data science and digital tools to help small businesses drive growth and resiliency.

Additionally, Strive USA will expand CDFI digitalization and capital access efforts to include Community Financial Institutions (CFI), such as community banks, credit unions and depositories.

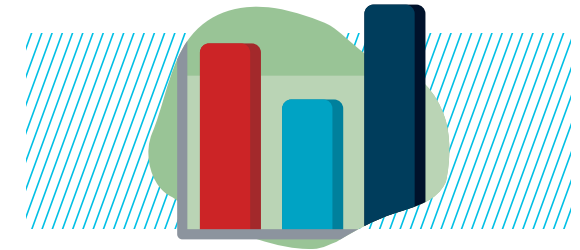
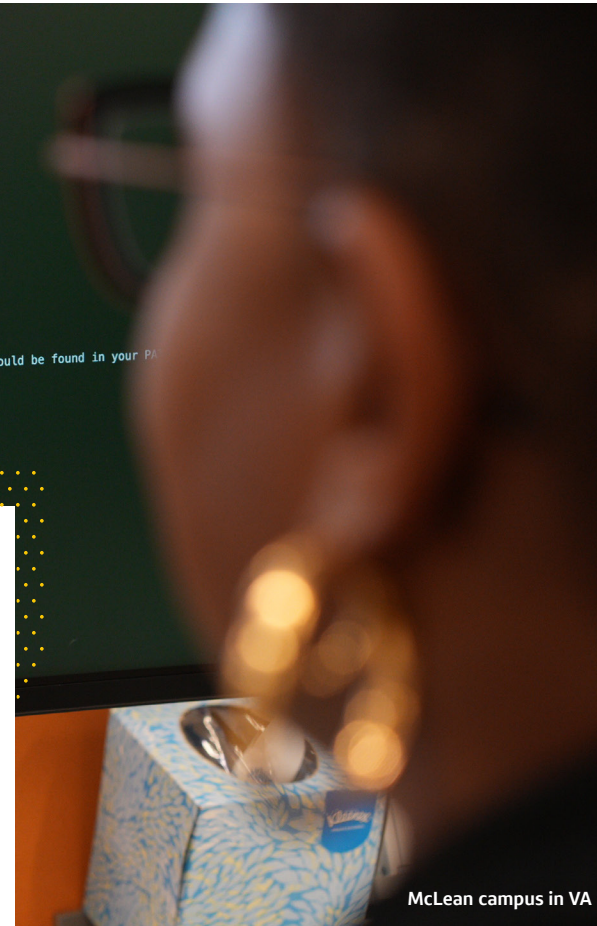


“Having the right talent, tools and data can serve in a multitude of ways — from identifying populations and geographies in need of investment to informing business and funding decisions to assisting with policy research and advocacy. **Data as a resource can lead to lasting impact.**”



SHENA ASHLEY

Vice President of Community Impact & Investment and Head of Capital One Insights Center



Data

Data is a powerful tool for social change and is critically important for understanding complex problems, creating tailored solutions and fostering a world where more people can achieve financial well-being and thrive.

Our approach includes being grounded in data, building the data capacity of our nonprofit partners and disseminating data and insights that equip those at the forefront of change to deliver on their mission through timely information.

Feed More: Understanding Food Insecurity Through Data-Backed Pro Bono

By investing in the ability of the organizations we support to develop and use data, Capital One aims to help build their capacity to enact social change.

In 2022, a team of Capital One associates composed of business analysts and data scientists volunteered to assist Feed More, a Richmond-based food bank that collects, prepares and distributes food to those in need across Central Virginia. The collaboration focused on exploring data sets that could better predict food insecurity at a zip code level.

In 2022 alone, Feed More distributed 36 million pounds of food, prepared and delivered a half million meals and touched over 40,000 households across 29 counties and five cities.

Capital One associates, working alongside Feed More built a model that better assesses food

insecurity based on a variety of data sets (many of which were under leveraged in national meal-gap models). Feed More now has the tools and visualization techniques to better understand geo-specific client need. These advancements are reshaping their operational strategy, advancing their understanding of food insecurity and helping them serve more individuals struggling with hunger.



Associates Involved

7



Total Hours

140



Pro Bono Value

\$27,300*

* Based on the Taproot Foundation's valuation of a pro bono hour at \$195



Feed More distribution facility

“It was amazing to work with Capital One — great people with diverse experience, inspired by a common purpose. What we learned was extensive, and the resulting model was beyond what we could’ve imagined. We’re validating it across our service area but it’s already evolving our understanding of client need and the effectiveness of our distribution network.”



SARAH GRAVITT-BAESE
Chief Marketing Officer at Feed More

“With Capital One’s partnership and generous support, the Black Economic Alliance Foundation is creating a first-of-its-kind predictive modeling tool to help corporate and philanthropic leaders forecast the impact of investments on expanding Black economic prosperity and wealth-building. This rigorous analysis tool will help leaders make data-rich choices about how and where to deploy their resources for maximum effect on combating the racial wealth gap.”



SAMANTHA TWEEDY
CEO at Black
Economic Alliance

Black Economic Alliance: Leveraging Predictive Analytics to Address the Racial Wealth Gap

In addition to leveraging the talents of our Capital One associates, our company’s philanthropic support to organizations helps to improve their capacity to use data to examine and pose solutions to address key issues facing their communities.

The Capital One Foundation in partnership with Capital One is assisting the [Black Economic Alliance Foundation](#) (BEA Foundation) in its journey to build a

comprehensive data tool to analyze and reliably predict the impact of investments and interventions on the Black community.

This simulation tool will better support real-time data that reflects and provides critical context on the current circumstances facing these communities. This technology enables the BEA Foundation to forecast the most impactful ways that businesses and lawmakers can execute strategies and construct interventions that exponentially increase future wealth in the Black community.

It will also highlight gaps in the market, in turn providing real-time opportunities for the private, social and public sectors to take action to invest in impactful pipeline building. Ultimately, the hope for this development is to ensure consistent and rigorous assessment across stakeholders and help leaders take better-informed action to support Black economic prosperity.



Capital One Insights Center: Amplifying Survey Insights to Support Data-Driven Decisions

Throughout 2022, the Capital One Insights Center partnered with researchers across Capital One to conduct and disseminate surveys to uncover insights around consumer and small business sentiment in an effort to understand the barriers to building credit, wealth and financial well-being.

The Capital One Insights Center [Credit Beliefs Survey](#) and the [Small Business Outlook Survey](#) are two examples where we have produced timely and nationally representative survey data to equip business, public policy and community leaders with insights to inform programs and actions related to financial literacy and small business supports.



Aspen Institute Latino Business & Entrepreneurship Summit



“Innovation is powered by **new and diverse perspectives and collaboration** whether through fundamental shifts to practices or a convening of minds. Capital One has long been a disruptor in the banking industry and we seek to do the same in the social impact space to create change in our communities.”



KERONE VATEL
SVP, Community Impact & Investment at Capital One

Talent for Tomorrow Alliance
(story on pg. 80)



Innovation

Complex community challenges require creative solutions and interventions.

Our ability to innovate is grounded in our close engagement with our partners and honed by actively listening to their challenges and opportunities. Together, we seek to glean unconventional insights that inspire new paths for action.

We approach these challenges with the same discipline and rigor we apply to our business, seeking to incubate, accelerate and invest in ideas that help propel the sector forward.

Driving Inclusive Hiring Practices and Creating a Diverse Workforce Through Collaboration

Building upon our longstanding support to five nonprofits in the Washington, D.C. area working to advance college access and workforce development, Capital One helped stand up the Talent for Tomorrow Alliance. This organization is the first collaborative group in Washington, D.C. to convene multiple nonprofits supporting workforce development.

This unique collaborative model brings an innovative approach to co-developing solutions for the community through sharing resources and promoting individuals graduating from one program and going on to the next.

The Talent for Tomorrow Alliance partners include:

- **Spark the Journey** (formerly Capital Partners for Education), which provides one-to-one mentoring for low-income high school students in D.C. to help prepare them for college and their career.
- **Genesys Works**, which supports high school seniors for college readiness and workforce training with a summer technical and professional skills bootcamp and a yearlong paid internship program.
- **New Futures**, which provides scholarships and other support for students to pursue post-secondary education.
- **Per Scholas** (National Capital Region), which advances economic equity through rigorous training for tech careers and connects skilled graduate talent to leading employers.
- **Year Up** (National Capital Region), which provides a yearlong, college accredited workforce training program and professional internships for young adults (ages 18-26).

After providing an initial investment of \$500,000 in 2021 to stand up the Alliance, Capital One renewed support for the Alliance's work with an additional grant of \$125,000 in 2022. Since 2007, Capital One has hosted more than 300 Year Up interns and has hired more than 160 of those interns into roles across the company.

The Talent for Tomorrow Alliance also raises awareness and educates employers on more inclusive hiring practices and the importance of a diverse workforce. Additionally, it will serve as a model for other cities as to how nonprofit workforce development organizations can collaborate to empower diverse talent to launch careers.

The Alliance has already proven to expand employment outcomes for young adults. On average, students who only attend either Per Scholas or Year Up earn \$20-\$22 per hour, while those who attended both programs and gained an industry certification earn \$32 per hour.

“By working together, the Alliance addresses a larger social justice issue around the inequitable distribution of economic opportunity in the DC metro area. The Alliance will leverage each nonprofit’s strengths and will work purposefully to close racial, income and opportunity gaps by developing a new collaborative paradigm that invests in a diverse and skilled talent pipeline to drive growth in the region.”



JOHN GALANTE
Managing Director of
Financial Services at
Year Up

Catalyzing Economic Resilience Through Direct Cash Transfers

Capital One joined forces with [THRIVE East of the River](#) (THRIVE), a partnership of four community-based organizations in Washington D.C. created to address the disproportionate economic impact of the COVID-19 pandemic east of the Anacostia River.

THRIVE provided direct cash payments and grocery assistance to help stabilize 590 households living in D.C.'s Ward 8 neighborhood, an area in which one-third

of residents have incomes below the federal poverty level.

Capital One supported THRIVE through \$200,000 in grant funding during that period to help stabilize families, foster mobility and accelerate recovery. In turn, THRIVE provided an unconditional direct cash transfer of \$5,500 to enrolled households — one of the largest short-term private emergency cash relief payments ever offered in the United States.

In 2022, [The Urban Institute](#) evaluated the impact of THRIVE's program and concluded that its cash transfer policy created fast and flexible means of supporting residents through housing stability, food security and small business support.

Unlike more traditional conditional cash transfers in which money is only transferred to individuals under specific circumstances, these payments were unconditional, meaning no strings were attached to how recipients could use them. Enrolled households also received weekly groceries, monthly dry goods and assistance securing additional resources, such as pandemic stimulus payments, unemployment insurance, financial literacy training, mental health support and workforce training.

This nonprofit and private sector collaboration ultimately provided a new approach to responding to the most pressing needs of Ward 8 residents. While ensuring efforts that include direct cash transfers will ultimately show the effectiveness of this model, Thrive's efforts demonstrated the overwhelming success of that type of intervention.

“The biggest takeaway is that while there is often a concern around direct cash transfers, the individuals supported through this program **spend the money on their greatest needs: housing, food and services for their children.** The results pierced the bubble that those in need were going to be irresponsible with unconditional funds.”



SCOTT KRATZ
Director of 11th Street Bridge Park



Supporting Diverse Real Estate Developers

Capital One's Agency Finance team provided financing for Langdon Park Capital (LPC), a Black-owned real estate investment company, to close on a \$63.2 million acquisition of a 304-unit apartment complex located near Washington, D.C. in Fort Washington, Maryland.

Rebranded as Langdon Park at Fort Washington, this property is in a predominantly Black community with most residents earning below 70 percent of area median income. LPC is committed to preserving that affordability while providing housing that meets the needs of its residents.

Rather than striving solely to maximize return on investment, LPC's acquisition places an emphasis on uplifting and strengthening communities by providing the resources, tools and services that residents need, including financial literacy programs, workforce development training and rental assistance.



LPC has identified three community-focused partners to provide support for residents:

- [Washington Jesuit Academy](#): an organization that provides comprehensive education for promising students from underserved communities
- [Employ Prince George's](#): a workforce development service provider
- [Esusu](#): a minority-owned fintech platform that will allow residents to have their rental payments reported to major credit bureaus to help establish or improve their credit profiles and build stronger credit histories.

LPC has committed more than \$5 million for capital improvements at the property, including upgraded interiors of units, building exteriors, common areas and the on-site community center. As part of its value-add to residents, LPC will work with organizations to provide access to a range of social services from financial education to workforce development support.

“The lack of affordable housing is a pervasive issue within the country and our partnership with Capital One has been critical as we endeavor to provide high-quality homes for hard-working families. At Langdon Park, we’re confident that our team’s lived experiences, cultural competency and investment acumen will help to create long-term value for residents and investors alike.”



MALCOLM JOHNSON
Founder and
CEO of LPC

Community Advisory Council

Capital One established the Community Advisory Council (CAC) in 2013. The CAC is a forum where Capital One convenes leaders from the nonprofit sector twice a year to learn about and provide feedback on the company's strategy, products and services — especially those related to underserved communities.

We believe cross-sector partnerships can deliver powerful results in addressing issues such as socioeconomic mobility — but only if the organizations have shared priorities and work collaboratively to advance a common goal.

“As a new Capital One leader, I was so excited to learn about our Community Advisory Council,” said David Rabkin, Head of Business Cards and Payments. “I value the opportunity to hear directly from community representatives who have such a deep understanding of the needs of small businesses. They reiterated what

we know to be true — great products alone aren't sufficient; we also need to make sure they're accessible to a wide spectrum of small businesses and help customers be successful with those products.”

The CAC reflects Capital One's commitment to working with the community to create products and services that meet the needs of consumers and communities who have not always been well served by traditional banks, including low- and moderate-income individuals, individuals from historically underrepresented racial and ethnic identities, immigrants and microenterprises.

In 2022, business leaders sought input from CAC Members about initiatives that are meant to promote socioeconomic mobility for our customers. For example, leaders invited feedback on Capital One's exploration of innovative new platforms to provide credit to small business owners in low and moderate income communities who have been historically underserved. Capital One is focused on

researching and operationalizing targeted programs to work with community partners and others to provide wraparound support beyond financing to these business owners — to create the conditions for success that help level the playing field and close gaps in opportunity. CAC Members shared several ideas about how to deliver technical assistance that is tailored to the unique needs of businesses of different sizes and tenures as well as across industries.

“Capital One's commitment to be a full spectrum consumer lender is already known, and it was encouraging to hear from the bank's leadership that this objective applies to small businesses too. All business owners, especially early stage entrepreneurs, need access to capital to make their vision a reality. Capital One is meeting this need through fair, simple products.”



GUSTAVO LASALA
President and CEO of PeopleFund

Community Reinvestment Act (CRA)

Capital One is committed to an effective CRA program that provides significant benefits for low- and moderate-income individuals, families and communities.

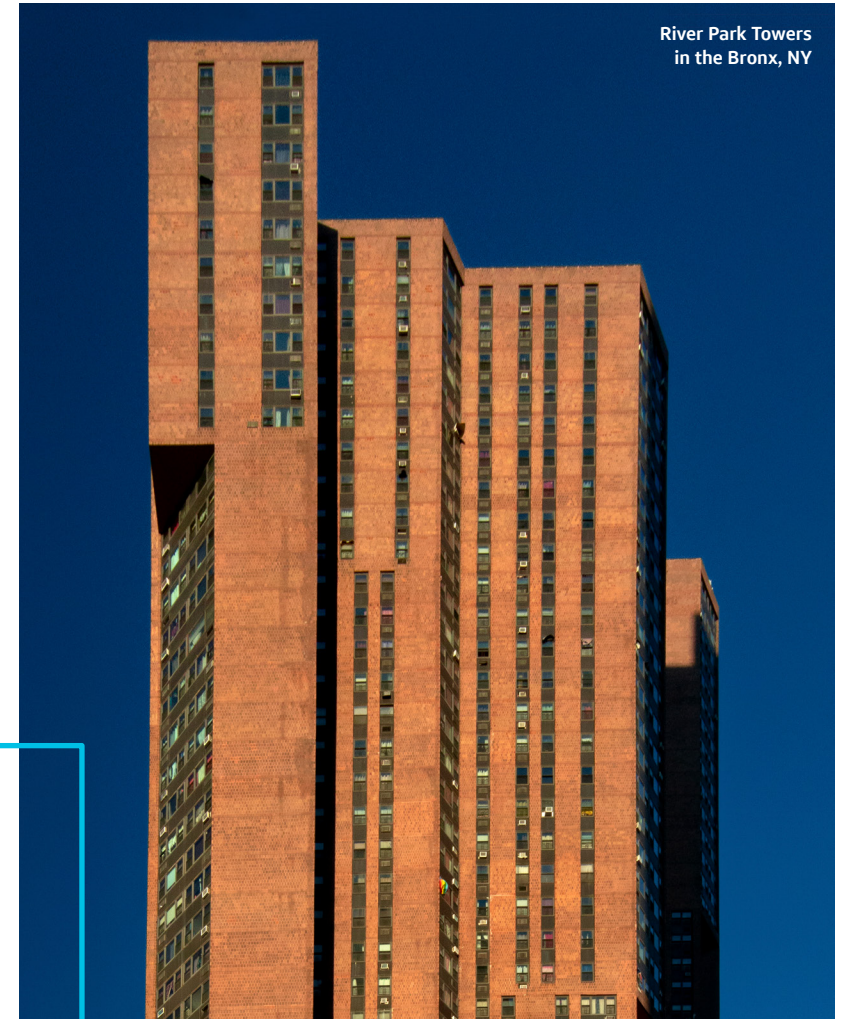
Our commitment to upholding CRA is evidenced by many years of strong examination results as measured by the Office of the Comptroller of the Currency (OCC). For our most recent examination covering the three-year period of 2017 through 2019, both our chartered institutions earned the highest overall rating of “Outstanding.”

Our retail bank achieved an “Outstanding” rating on the lending and investment tests in each of the fifteen geographic rating areas. Our limited-purpose credit card bank once again

achieved “Outstanding” levels of community development lending, investments and services.

Capital One’s well-established community development programs and activities are not only core to our Mission, they continue to be a critical driver of our CRA performance. We reported \$7.19 billion in community development loans in 2022 and have been an industry leader in community development lending for many years.

The vast majority of that lending supported affordable housing for low- to moderate-income households. Our continued excellence in this field reflects the efforts of our specialized unit that provides high-impact affordable housing through loans and investments, as well as our commercial business, which provides loans supporting affordable housing, community services, economic development and neighborhood revitalization.





McLean campus in VA

Privacy and Data Security

As a business that relies on trust, Capital One is committed to implementing leading policies and data protection standards to protect consumers' private information, and to maintain their confidence in our ability to safeguard their personal and financial information.

Capital One collects information in order to better serve our customers and potential customers, and we seek to be transparent in the ways in which we collect, use and share data. Depending on how consumers interact with us, they have the ability to make certain choices regarding our collection, use and sharing of their information. In addition, some of their data is made available for access upon consumer request.

Capital One's complete privacy policy can be found online [here](#).

We also believe that a strong enterprise cybersecurity program is vital to effective risk management. As part of its program of regular oversight, the Risk Committee of the Board is responsible for overseeing cyber risk, information security and technology risk, including management's actions to identify, assess, mitigate and remediate material cyber issues and risks. The Risk Committee receives quarterly reports from the Chief Information Security Officer (CISO) and the Chief Technology Risk Officer (CTRO) on Capital One's technology and cyber risk

profile, enterprise cyber program and key enterprise cyber initiatives. In addition, the Risk Committee discusses matters escalated to it by the Technology and Cyber Risk Committee, a management-level committee dedicated to the discussion of enterprise-wide cybersecurity and technology risks. The Risk Committee coordinates with the full Board regarding the strategic implications of cyber and technology risks.

The Chief Information Officer (CIO), CISO and CTRO also follow a risk-based escalation process to notify the Risk Committee outside of the quarterly reporting cycle when they identify an emerging risk or material issue. The Risk Committee annually reviews and recommends Capital One's information security policy and information security program to the Board for approval. At least annually, the Board reviews and discusses Capital One's technology strategy with the CIO; reviews and discusses our cybersecurity strategy with the CISO and CTRO; and approves our technology strategic plan.



GOVERNANCE



McLean campus in VA



West Creek campus in VA

Corporate Governance and ESG Oversight

Strong corporate governance is essential to a well-functioning enterprise and vital to preserving the trust of our stakeholders, including customers, stockholders, regulators, suppliers, associates, our communities and the general public. Capital One has an active and engaged Board of Directors and robust policies for risk management, business ethics and responsible political engagement.

Board of Directors

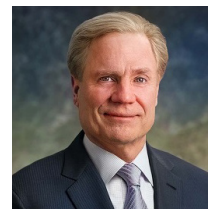
Capital One is dedicated to strong and effective corporate governance that provides our Board of Directors (Board) with the appropriate framework to engage in ongoing oversight of the Company. Our Board develops, oversees and reinforces sound corporate governance principles and practices that enable the Board and its committees to remain attuned to significant developments in our business and the industry.

Our Board plays a critical role in supporting and overseeing Capital One’s corporate culture, mission and values and sets the “tone at the top” — including through its oversight of the Company’s ESG priorities. Among other things, the Board oversees management’s development and implementation of Capital One’s strategy; financial performance and associated risks; the enterprise-wide risk management framework, including cybersecurity risk; and succession planning for Capital One’s Chief Executive Officer and other key executives. The Board regularly engages with management to provide guidance on

important operational and strategic matters, and is key to the future success and growth of Capital One.

The Board also regularly reviews and approves key governance policies, including our overall strategic plan, technology strategic plan, information security policy and program, our Code of Conduct and the Corporate Governance Guidelines, including Director Independence Standards.

Our Corporate Governance Guidelines formalize the Company’s governance practices and facilitate efficient and effective Board oversight. These Guidelines enable our Board to engage in responsible decision-making, work with management to pursue Capital One’s strategic objectives and promote long-term shareholder interests.



Richard D. Fairbank

Chairman and CEO, Capital One



Ime Archibong
Director



Christine Detrick
Director



Ann Fritz Hackett
Lead Independent Director,
Governance and Nominating
Committee Chair



Peter Thomas Killalea
Director



Eli Leenaars
Director



François Locoh-Donou
Director, Compensation
Committee Chair



Peter E. Raskind
Director, Risk Committee Chair



Eileen Serra
Director



Mayo A. Shattuck III
Director



Bradford H. Warner
Director, Audit
Committee Chair



Craig Williams
Director

Board Composition

As of March 1, 2023, our Board has 12 members. Our founder and CEO serves as the Chairman of the Board. All of our directors except the CEO are independent under the standards set forth by the New York Stock Exchange and our Director Independence Standards.

Our Board believes that an active, empowered Lead Independent Director is essential to providing strong, independent leadership for the Board. Our Lead Independent Director is reviewed and elected annually by the other disinterested independent directors, upon the recommendation of the Governance and Nominating Committee.

Our Board has four standing committees: **Audit, Compensation, Governance and Nominating and Risk.**

Each committee is:

- ➔ Led by an active, empowered and independent committee chair.
- ➔ Comprised of all independent members.
- ➔ Operated in accordance with a written charter, which is reviewed annually.
- ➔ Assessed based upon its performance annually.
- ➔ Authorized to retain outside advisors.

Best Practices

- + Director overboarding limits
- + Stock ownership requirements for executive officers and directors
- + Continuing education and onboarding programs for directors
- + Director retirement policy
- + Stockholder engagement program
- + ESG factors considered in making executive compensation decisions
- + Board and Board Committee oversight of ESG

Accountability

- + Annual election of all directors
- + Annual Board and Board Committee self-evaluation
- + Annual individual director assessments
- + Annual performance assessment of the CEO by independent directors
- + Clawback provisions in equity compensation awards
- + Director resignation policy
- + Lead Independent Director

Stockholder Rights

- + Proxy access
- + Stockholder right to call special meeting
- + No poison pill
- + One-share, one-vote
- + Majority voting director elections
- + 50 percent vote standard to amend bylaws
- + Stockholder right to act by written consent

Board Recruiting and Diversity

At Capital One, we seek directors who reflect diversity along a variety of dimensions, including the candidate’s professional and personal experience, background, perspective and viewpoint, as well as the candidate’s gender, race and ethnicity. The Governance and Nominating Committee, under the direction of its chair — who also currently serves as Capital One’s Lead Independent Director — assesses the composition of, and criteria for, membership on the Board and its committees on an ongoing basis. In fulfilling this responsibility, the Governance and Nominating Committee has taken a long-term view and continuously assesses the resiliency of the Board over the next 10 to 15 years in alignment with Capital One’s strategic direction.

For more information, please visit the [Corporate Governance section](#) of our website which includes information on directors, committee assignments and committee charters.

Board Overview*

DIVERSITY



50%

overall diversity, including **3** women and **3** racially/ethnically diverse minorities

BOARD REFRESHMENT



6

new directors in the past **5** years

INDEPENDENCE



100%

Committee Chairs, Committee members, and the Lead Director **are independent**

BOARD TENURE



9.6

year average tenure

*As of March 1, 2023

“A key distinguishing strength of Capital One’s Board is the **wide range of backgrounds, experiences, skills, expertise and qualifications** reflected across its members. This diversity is a key enabler of the Board’s ability to provide management with strategic guidance, oversight and effective challenge as the Company navigates the opportunities and risks presented by a rapidly-evolving world.”



ANN FRITZ HACKETT

Lead Independent Director and Chair of the Governance and Nominating Committee, Capital One Financial Corporation

Senior Management

Our executive officers are stewards of Capital One's culture and implement our corporate values through their leadership and management of our day-to-day business affairs. Our CEO and executive officers report regularly to the Board so that the Board can fulfill its oversight responsibilities, satisfy its fiduciary obligations and further the safety and soundness of Capital One.

Our executive officers serve on senior management committees, which are forums for leaders to share information and advise the CEO and other executives on strategies to address new risks and opportunities.

These committees operate as subject matter expert advisory panels in the management of Capital One's strategy, financial results, business operations, compliance with laws and regulations (including those pertaining to consumer protection) and enterprise risk matters, including Capital One's performance against risk appetites and limits. The senior management committees are important links between Capital One's management and the

Board. Accountable executives for each senior management committee are responsible for ensuring that matters discussed at committee meetings are escalated to the Board for discussion, as appropriate.

Our senior management committee structure consists of an Executive Committee and the Executive Risk Committee, which has five subcommittees: the Asset Liability Committee, Credit Policy Committee, Operational and Compliance Risk Committee, Technology and Cyber Risk Committee and Enterprise Programs Committee.

The Executive Committee supports the CEO and serves as a forum for escalating key issues and encouraging alignment with respect to matters relating to Capital One's operations and management, including business strategy, significant transactions, financial performance, talent management and key initiatives.

The Executive Risk Committee works in coordination with its subcommittees to advise and assist the Chief Risk Officer in managing all aspects of corporate risk. For more details on how Capital One manages risk, see the Risk Management section of this ESG Report found on page 95.



Oversight and Management of ESG

At Capital One, oversight and management of ESG is integrated into our existing governance structure at the Board and management levels of the Company.

Board Oversight of ESG

The Board and its committees, as appropriate, coordinate to provide comprehensive oversight of Capital One's ESG strategy and activities. In 2022, our Board Committees amended their charters to formalize their ESG roles and responsibilities.

Board of Directors

The full Board oversees all enterprise business operations and ensures efficient and effective oversight of the Company's strategic direction, including the development and implementation of ESG-related objectives. The Board engages with its committees and management on significant strategic and risk-related ESG matters including certain aspects of climate strategy, DIB efforts and human capital management.

Board Committees

Governance & Nominating Committee

Has overall responsibility for Board and committee engagement with, and oversight of, Capital One's ESG-related policies and programs.

Risk Committee

Oversees risks within Capital One's risk management framework, including risks related to ESG strategy and activities.

Audit Committee

Oversees management of compliance with ethical standards and ESG-related information in SEC filings.

Compensation Committee

Oversees compensation policies and practices, including the consideration of ESG in executive compensation.

Management Oversight of ESG

At the management level, we oversee ESG issues through our senior management committees and other management-level committees.

ESG Accountable Executive: Our Corporate Secretary and General Counsel serves as the Company's enterprise Head of ESG. This individual coordinates ESG strategies and activities at the enterprise level, chairs the ESG Advisory Committee and provides regular updates to the Board regarding the Company's ESG strategy, plans and activities.

Dedicated Climate Executive: We have also designated a Senior Advisor to the CEO to serve as the Head of Climate for the enterprise. This individual leads a team that meets regularly to develop and review corporate strategy on emerging climate issues such as greenhouse gas emissions, climate regulations and climate-related challenges and opportunities in our lines of business and across the enterprise. This leader is also a key participant in our climate governance processes, which are detailed in the Climate Governance section of this ESG Report on page 21.

Senior Management and Select Management-Level Committees

Each of these committees acts in accordance with a charter that is regularly evaluated and updated to enable the groups to respond to emerging developments, including issues related to ESG.

ESG Advisory Committee

Forum for senior executives from across the Company to discuss and guide ESG policies, programs, activities and initiatives.

Executive Risk Committee

Forum for integrated discussions by senior management regarding risk management and alignment of risk management activities across all risk categories, including certain risks related to ESG, as appropriate.

Executive Committee

Advises and assists the CEO in management of corporate strategy and operations, including ESG-related initiatives.

Disclosure Committee

Reviews ESG-related information in SEC disclosures as well as the ESG Report.



Risk Management

Effective risk management and control processes are critical to our safety and soundness, our ability to predict and manage the challenges that Capital One and the financial services industry face and, ultimately, our long-term corporate success.

Capital One Café in Philadelphia, PA

Risk Management Framework

Our enterprise-wide risk management framework defines the Board's appetite for risk taking and enables senior management to understand, manage and report on risk. Our risk management framework is implemented enterprise-wide and includes seven risk categories: **compliance, credit, liquidity, market, operational, reputation and strategic. ESG-related risk management is integrated across our risk management framework.** For details on how Capital One manages climate risk, see the Climate Risk Management section of this ESG Report found on page 29.

Our risk management framework sets consistent expectations for risk management across Capital One and consists of the following elements:

Risk Management Framework Elements

Governance and Accountability

Strategy and Risk Alignment

Risk Identification

Assessment, Measurement
and Response

Monitoring and Testing

Aggregation, Reporting
and Escalation

Capital and Liquidity Management (including stress testing)

Risk Data and Enabling Technology

Culture and Talent Management

Our risk management framework also sets expectations for our “Three Lines of Defense” model, which defines the roles, responsibilities and accountabilities for taking and managing risk across Capital One.

	First Line Identifies and Owns Risk	Second Line Advises and Challenges	Third Line Provides Independent Assurance
Definition	Business areas that are accountable for risk and responsible for: i) generating revenue or reducing expenses; ii) supporting the business to provide products or services to customers; or iii) providing technology services for the first line.	Independent Risk Management and Support Functions (e.g., Human Resources, Accounting, Legal).	Internal Audit and Credit Review.
Key Responsibilities	Identify, assess, measure, monitor, control and report the risks associated with their business.	Independent Risk Management: Provides advice and effective challenge to the first line risk-taking activities, in addition to defining the policies that guide the risk-taking activities of the first line of defense. Support Functions: Centers of specialized expertise that provide support services to the enterprise.	Provides independent and objective assurance to the Board and senior management that our systems and governance processes are designed and working as intended.

Risk Appetite

Capital One's risk appetite defines the Board's tolerance for risk outcomes at an enterprise level and enables senior management to manage and report within these boundaries in pursuit of our business objectives. Our risk appetite aligns with our mission, core values and strategies and is approved by the Board. Our goal is to ensure that risks taken in pursuit of business objectives do not create undue risk of us exceeding our defined risk appetites.



Risk Appetite Statement

Risk management is important to our business, as **we will take certain risks in order to meet our business objectives**. Our Risk Appetite aligns with our mission, core values and strategic imperatives. **We strive to Change Banking for Good by protecting our customers and shareholders and ensuring the safety and soundness of our business.** We consider the impact of ongoing and emerging risks on our business. We take risks in a well controlled manner to create long-term shareholder value and to **maintain a well-capitalized bank with a strong brand and reputation.**

Risk Governance

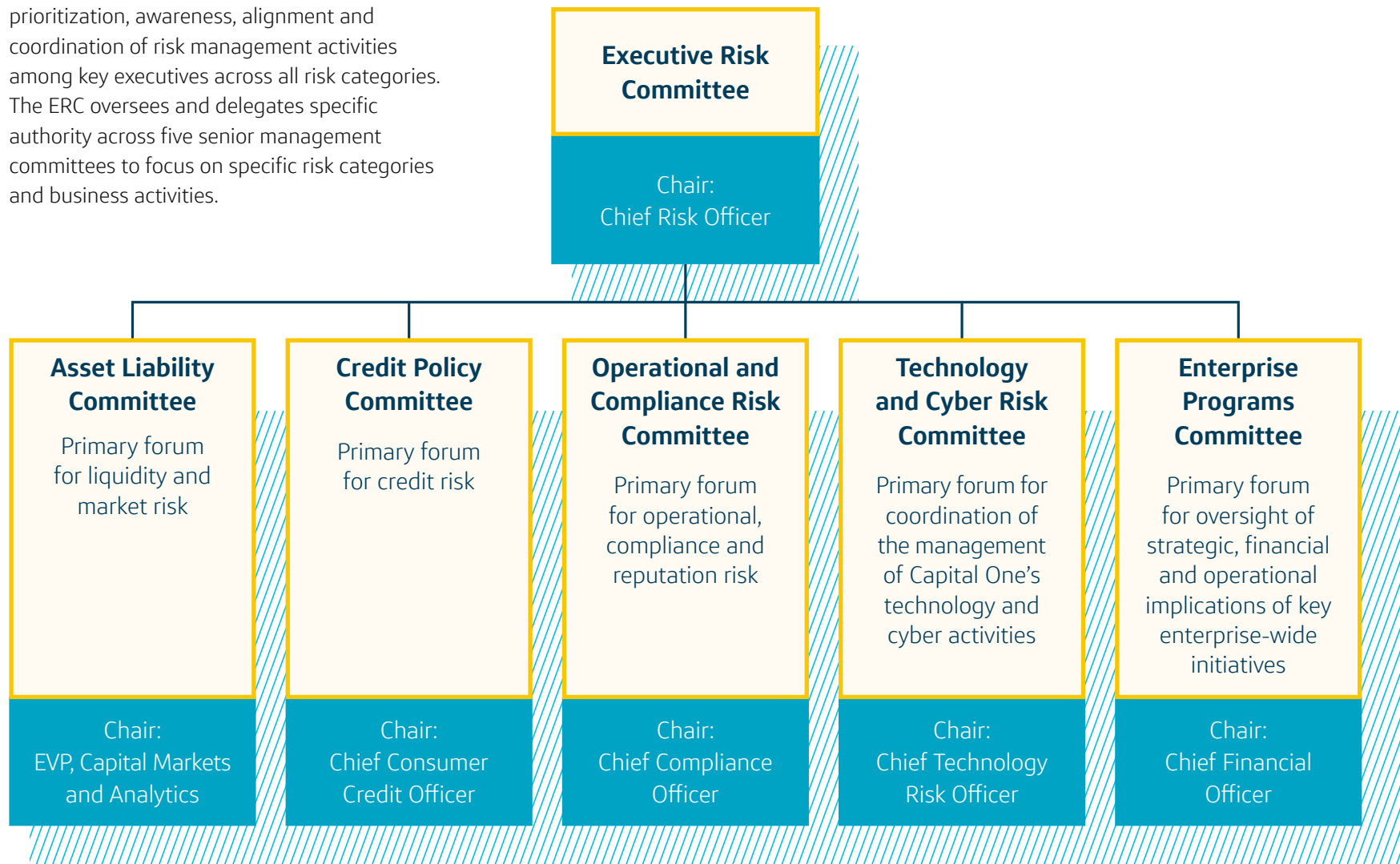
Our risk governance structure is designed to effectively and consistently oversee the management of risks across Capital One. Our Board, CEO and management establish the “tone at the top” regarding the culture of Capital One, including management of risk. The Board, directly and through its committees, oversees Capital One’s risk-taking activities.

The Risk Committee of the Board oversees the risk management framework, including policies and practices established by management to identify, assess, measure, monitor, control and report risks across all risk categories.

At the management level, senior management committees serve as governance forums for the CEO, Chief Risk Officer (CRO) and other management executives to receive and discuss risk management information, reports and escalated matters from the first, second, and third lines of defense.

The Executive Risk Committee (ERC) is chaired by the CRO and serves as a forum for management to have integrated discussions regarding risk management to ensure

prioritization, awareness, alignment and coordination of risk management activities among key executives across all risk categories. The ERC oversees and delegates specific authority across five senior management committees to focus on specific risk categories and business activities.



McLean campus in VA

Business Ethics and Responsible Business Practices

Building an enduring company requires an unwavering commitment to living our values and demonstrating the highest standards of integrity and professionalism. Our core values of Excellence and Do the Right Thing embody our commitment to fairness and honesty and inspire our culture and the decisions we make each day.

Code of Conduct

Capital One's culture is built on two core values: Excellence and Do the Right Thing.

To promote these values, our Code of Conduct (Code) memorializes Capital One's commitment to comply with applicable laws, regulations and Capital One policies governing our conduct and operations. Following these policies helps us to ensure that honesty, fair dealing and integrity are hallmarks of our business dealings. By adhering to our Code, associates live our values and ensure that Capital One is recognized for modeling the highest standards of business conduct in everything we do. Our Code is more than just a set of "do's and don'ts." It provides guidance, practical information and resources that help us enhance our relationships with our customers, each other and all of the people that play a role in Capital One's success.

The Board reviews and approves our Code. The Ethics Office, which is managed by the Chief Compliance & Ethics Officer, has day-to-day responsibility for administering our Code and managing Capital One's Ethics program.

In addition, the Ethics Office is responsible for managing the Ethics Line, a confidential reporting tool operated by an independent third party. Reports may be submitted to the Ethics Line online or through a call center that operates 24 hours a day, seven days a week. Ethics Line complaints may be submitted anonymously and phone calls are not recorded.

All newly hired associates receive the Code with their employment offer and within their first 30 days must complete a 30-minute interactive computer-based training course, agree to comply with our Code and demonstrate their understanding of its content. Thereafter, all associates are required to complete the Code training annually and agree to comply with the Code and all related policies, standards and procedures.

Doing the right thing includes speaking up. We expect all Capital One associates to immediately report any suspected or potential violations of law, our Code, our company's policies or other actions inconsistent with our values.

Associates may report concerns to their manager, our Associate Relations team, our Ethics Line or to our Ethics Office. Raising

concerns within Capital One does not prevent associates from reporting the same concerns to law enforcement or the relevant government entity if there is a suspected or potential violation of law. Further, Capital One prohibits retaliation against any individual for making good faith claims regarding possible violations of law, our Code or other Company policies. Capital One also prohibits retaliation against any individual for participating in or cooperating with any investigation.

Please see our website for a full copy of the [Code of Conduct](#).

Anti-Corruption and Anti-Bribery

Our Code prohibits associates from engaging in bribery or corruption of any type and requires disclosure and written pre-approval for gifts or entertainment over a certain value to or from anyone, including government officials, in connection with actual or potential Capital One business. Associates who are offered a gift or other item of value that would result in a violation of Capital One's policies are required to immediately report the incident to our Ethics Line, Ethics Office or Associate

Relations. All Capital One associates are required to complete anti-corruption and anti-bribery training annually.

Capital One also has an executive dedicated to our Anti-Corruption Anti-Bribery program, who has an escalation path to the Chief Compliance & Ethics Officer. Capital One has an Anti-Bribery and Anti-Corruption Standard, which requires associates to comply fully with all applicable anti-bribery and anti-corruption laws, including the Bank Bribery Act and the Foreign Corrupt Practices Act. This Standard, which incorporates the guidance contained in our Code, establishes Capital One's requirements to conduct business activity in an honest and ethical manner, with a zero tolerance for bribery and corruption.

Anti-Money Laundering

Capital One is committed to upholding all applicable laws and regulations relating to Anti-Money Laundering (AML), combating terrorist financing and the government's imposition of economic sanctions on foreign persons, locales or entities.

Capital One's AML Policy and compliance management program are designed to

identify, manage and report AML compliance risks across all Capital One business activities, its subsidiaries, affiliates and partners. The Board approves the AML Policy and has oversight of the policy's implementation. Additionally, the Board receives AML risk reporting on a regular basis.

Capital One also maintains a comprehensive AML training program to ensure appropriate personnel have the relevant knowledge of applicable laws and regulations, and underlying policies, procedures and processes needed to perform their risk management duties. All Capital One associates are required to complete AML training annually.

Compliance Training

Our Corporate Compliance team develops training courses on a range of topics such as our Code of Conduct, ethical business practices and combating illegal conduct, including financial crimes, regulatory compliance, financial product safety and consumer protection.

In 2022, Capital One associates completed approximately 525,000 hours of mandatory training. There were approximately 1 million mandatory training sessions assigned and the annual completion rate was 99.7 percent.



San Francisco campus in CA

A photograph of the United States Capitol Building in Washington, D.C., featuring its iconic dome and classical architecture. The image is partially overlaid by a white text box on the right side. There are decorative elements: a blue dotted pattern in the bottom right corner, a yellow wavy line across the bottom, and a blue circular graphic on the right edge.

Capitol Building in Washington, D.C.

Political Activity

At Capital One, we believe that engaging in the legislative and regulatory rule-making processes is important for our business, customers, associates and communities.

Capital One's Policy Nexus

Capital One is impacted by the legislation enacted by lawmakers in Washington, D.C., state capitals and certain local governments, as well as regulations issued at the federal, state and local levels. Given the highly regulated nature of our business, we focus the majority of our time and attention on banking and financial services policy.

Legislation and regulation touch all aspects of the Company, and often take years of planning, dialogue and cultivation to develop and implement. Thus, Capital One believes in engagement throughout the entirety of the policy-making life cycle. Relevant issues include, among others, the payments systems, macro-prudential banking regulation, privacy, tax, technology, cybersecurity, employment, community development lending and consumer protection.

We embrace the role that regulation plays in ensuring the safety and soundness of our industry and protecting the vital interest of our customers — be they individual consumers, small businesses or large corporations.

We recognize the diverse political viewpoints of our associates and seek to provide them with the tools and information needed to engage on the issues that matter most. To this end, we provide access to quality, bipartisan resources, including a speaker series, policy communications and non-partisan “Get Out the Vote” drives.

Political Contributions and Expenditures

Capital One engages in political expenditures through a voluntary associate-funded Political Action Committee (PAC). The Center for Political Accountability (CPA) in conjunction with the Zicklin Center for Governance and Business Ethics at The Wharton School of the University of Pennsylvania has consistently recognized Capital One for its commitment to transparent political disclosure and effective governance and accountability. In 2022, Capital One was once again named to the CPA Zicklin Index's “trendsetter” list of companies with the highest level of oversight and transparency, and is in the top rank for financial services companies. Capital One's score of 97.1 percent compares to an average score of 87.46 percent for similarly

situated financial services peers and an average score of 85.7 percent for technology peers.

Criteria for Political Contributions

Capital One's political contributions during 2022 were all made in accordance with its Corporate and PAC Political Contributions Guidelines. Contributions for federal offices and some state and local offices are made through the Capital One PAC. The PAC is funded by voluntary contributions from our associates and Board leadership. Capital One also makes some corporate contributions in states where permissible by law. These contributions are directed to statewide offices, state legislators and local offices. Capital One does not contribute to presidential or judicial candidates. Capital One did not use any PAC or corporate funds to make any direct independent expenditures on behalf of candidates running for office in 2022, nor did Capital One use any PAC or corporate funds in support of or opposition to any ballot measures.

We support candidates, on a bipartisan basis, who responsibly evaluate and take action on issues of concern to the Company and our associates and customers. We

generally focus on members of leadership, members of relevant committees and members from states or districts where Capital One has facilities. We also seek to support candidates who focus on broader issues of importance to our communities and associates, including community support and efforts that help achieve a more diverse and inclusive workforce and society. Capital One will also make contributions to certain trade association PACs to which we belong. In addition, contributions are made to leadership PACs of particular members of Congress and general purpose committees supporting coalitions of candidates.

Political spending reflects Capital One's interests and not those of individual associates. We report political contributions semi-annually, based on the time at which they are approved, which may differ from when recipients report receiving the contribution.

Board of Directors Oversight

Capital One's Board of Directors plays an important role in overseeing Capital One's public policy engagement and political participation. The Governance and Nominating

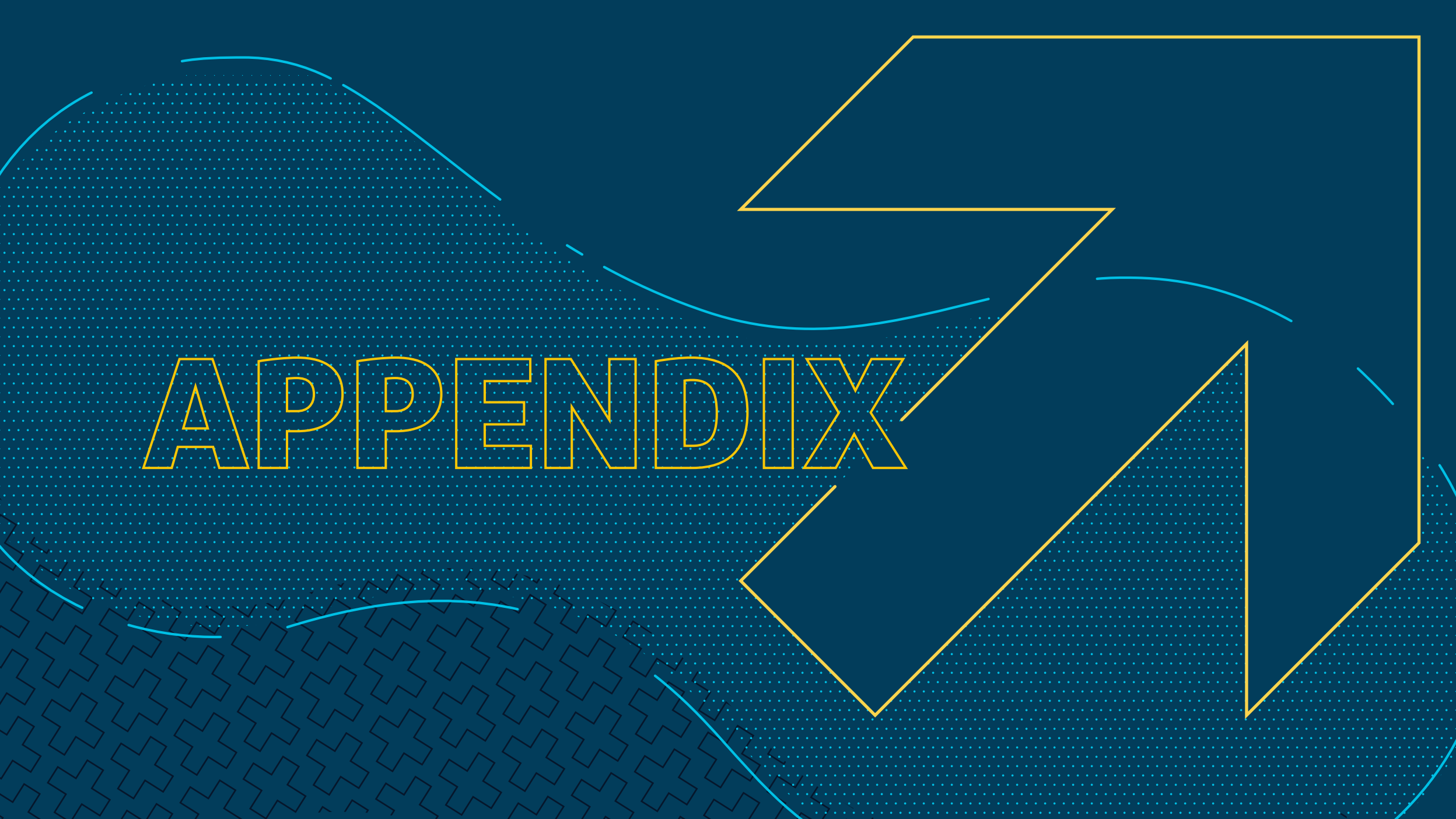
Committee of the Board, which is composed entirely of independent directors, oversees Capital One's governance policies regarding political activity and expenditures.

The Governance and Nominating Committee approves on an annual basis Capital One's contribution criteria, spending guidelines and total corporate expenditure budget. The Governance and Nominating Committee also reviews on an annual basis Capital One's political contributions, including contributions to candidates, political action committees, corporate contributions, PAC-to-PAC contributions (e.g., trade associations PACs) and Capital One's Government and Policy Affairs Group Annual Report.

More information on our political activity can be found within Capital One's 2022 [Government and Policy Affairs Semi-Annual Report](#). The 2022 Government and Policy Affairs Annual Report will be posted on [Capital One's website](#) in June of 2023.



APPENDIX



SASB Commercial Banks

Metric	Code	Disclosure/Additional Information
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	FN-CB-230a.1	Please refer to the Privacy and Data Security section of this report There were no material data breaches involving PII in 2020, 2021, or 2022 For a complete discussion of our 2019 data breach please see our 2019 10-K , pg. 5
Description of approach to identifying and addressing data security risks	FN-CB-230a.2	Please refer to the Privacy and Data Security section of this report For additional information, please see pg. 36 of our 2023 Proxy Statement which can be found here
(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	FN-CB-240a.1	Please refer to the Community Reinvestment Act page on the FFIEC website and view reports for the legal entities Capital One Bank (USA), N.A. and Capital One, N.A. Note: On October 1, 2022, the Company completed the merger of Capital One Bank (USA), National Association ("COBNA"), with and into CONA, with CONA as the surviving entity
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	FN-CB-240a.4	Please refer to the Consumer Well-Being and Financial Inclusion and Capital One Impact Initiative sections of this report
Commercial and industrial credit exposure, by industry	FN-CB-410a.1	Please refer to our 10-K filings 2019 10-K , pg. 78 2020 10-K , pg. 87 2021 10-K , pg. 89 2022 10-K , pg. 85
Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	FN-CB-510a.1	For information on any legal proceedings, please refer to our 10-K filings .
Description of whistleblower policies and procedures	FN-CB-510a.2	Please refer to the Business Ethics and Responsible Business Practices section of this report. For additional information please see pgs. 8-10 of our Code of Conduct
Global Systemically Important Bank (G-SIB) score, by category Basis points (bps)	FN-CB-550a.1	We are not a G-SIB based on the most recent available data. For additional information, please see pg. 11 of our 2022 10-K
Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	FN-CB-550a.2	Please refer to pg. 77 of our 2022 10-K filing Additional information on capital can be found in our Basel Pillar 3 Disclosures

SASB Consumer Finance

Metric	Code	Disclosure/Additional Information
Number of account holders whose information is used for secondary purposes	FN-CF-220a.1	Please refer to the Privacy and Data Security section of this report For additional information, please refer to www.capitalone.com/privacy
Total amount of monetary losses as a result of legal proceedings associated with customer privacy	FN-CF-220a.2	For information on any legal proceedings, please refer to our 10-K filings
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	FN-CF-230a.1	Please refer to the Privacy and Data Security section of this report There were no material data breaches involving PII in 2020, 2021, or 2022 For a complete discussion of our 2019 data breach please see our 2019 10-K , pg. 5
Description of approach to identifying and addressing data security risks	FN-CF-230a.3	Please refer to the Privacy and Data Security section of this report For additional information, please see pg. 36 of our 2023 Proxy Statement which can be found here
(1) Number of complaints filed with the Consumer Financial Protection Bureau (CFPB), (2) percentage with monetary or non-monetary relief, (3) percentage disputed by consumer, (4) percentage that resulted in investigation by the CFPB	FN-CF-270a.4	Please see the Consumer Financial Protection Bureau database Please refer to the 10-K filing for any material items related to the CFPB
Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	FN-CF-270a.5	For information on any legal proceedings, please refer to our 10-K filings

GRI Disclosures

GRI Standards	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Company Profile , pg. 8 Markets served: U.S., Canada, U.K., India, Philippines
	2-2 Entities included in the organization's sustainability reporting	Capital One Financial Corporation and its subsidiaries, on a consolidated basis, unless we say or the context implies otherwise. About this Report , pg. 6
	2-3 Reporting period, frequency and contact point	This report was issued in April 2023 and covers the period between January 1, 2022, through December 31, 2022, unless otherwise noted. Capital One reports on ESG information annually. About this Report , pg. 6
	2-4 Restatements of information	There are no restatements within this report.
	2-5 External assurance	About this Report , pg. 6 Apex Companies LLC Verification Opinion Declaration , pg. 118
	2-6 Activities, value chain and other business relationships	Company Profile , pg. 8 Business Overview , pg. 9 Sustainability Overview , pg. 17 Supplier Diversity , pg. 53 Community Engagement and Social Impact , pg. 65 2022 Capital One Form 10-K , pages 4, 6, 27-28, 96 Third Party Code of Ethics

GRI Disclosures

GRI Standards	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-7 Employees	Workforce Representation , pg. 45 U.S. Workforce by Job Category , pg. 46
	2-9 Governance structure and composition	Corporate Governance and ESG Oversight , pg. 88 2023 Proxy Statement , pages 41, 48-49
	2-10 Nomination and selection of the highest governance body	Board of Directors , pg. 89 Senior Management , pg. 92 2023 Proxy Statement , pages 13-33
	2-11 Chair of the highest governance body	Board of Directors , pg. 89 2023 Proxy Statement , pages 13-14, 22-26
	2-12 Role of the highest governance body in overseeing the management of impacts	Climate Governance , pg. 21 All Associate Survey Results , pg. 41 Community Advisory Council , pg. 83 Board of Directors , pg. 89 Oversight and Management of ESG , pg. 93 Business Ethics and Responsible Business Practices , pg. 100 2022 Capital One Form 10-K , pg. 17 2023 Proxy Statement , pages 35-37, 48
	2-13 Delegation of responsibility for managing impacts	Senior Management , pg. 92 Oversight and Management of ESG , pg. 93 Risk Management , pg. 95 Business Ethics and Responsible Business Practices , pg. 100 2023 Proxy Statement , pages 48-49

GRI Disclosures

GRI Standards	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Capital One's Board of Directors Governance and Nominating Committee reviews Capital One's ESG Report and focus areas. Oversight and Management of ESG , pg. 93 2023 Proxy Statement , pages 48-49
	2-15 Conflicts of interest	Corporate Governance Guidelines , pg. 6 2023 Proxy Statement , pages 20, 29, 47
	2-16 Communication of critical concerns	Business Ethics and Responsible Business Practices , pg. 100 2022 Capital One Form 10-K , pg. 77 2022 Code of Conduct 2023 Proxy Statement , pg. 33
	2-17 Collective knowledge of the highest governance body	2023 Proxy Statement , pages 13-19, 22, 27-30
	2-18 Evaluation of the performance of the highest governance body	2023 Proxy Statement , pages 14-23, 27, 32
	2-19 Remuneration policies	Oversight and Management of ESG , pg. 93 2023 Proxy Statement , pages 60-119
	2-20 Process to determine remuneration	2023 Proxy Statement , pages 33-44
	2-21 Annual total compensation ratio	2023 Proxy Statement , pg. 135 -138

GRI Disclosures

GRI Standards	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	A Message from Rich Fairbank , pg. 3
	2-23 Policy commitments	Business Ethics and Responsible Business Practices , pg. 100 2022 Code of Conduct Third Party Code of Business Conduct and Ethics Capital One Online Privacy Policy Capital One Subpoena Policy
	2-24 Embedding policy commitments	Business Ethics and Responsible Business Practices , pg. 100 2022 Code of Conduct Third Party Code of Business Conduct and Ethics
	2-25 Processes to remediate negative impacts	Business Ethics and Responsible Business Practices , pg. 100 2022 Code of Conduct Third Party Code of Business Conduct and Ethics , pg. 13
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Responsible Business Practices , pg. 100 2022 Code of Conduct , pg. 8 Third Party Code of Business Conduct and Ethics , pg. 13 Capital One's Ethics Line
	2-27 Compliance with laws and regulations	2022 Capital One Form 10-K , pg. 202

GRI Disclosures

GRI Standards	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-28 Membership associations	Political Activity , pg. 103 2022 Government and Policy Affairs Group Mid-Year Report
	2-29 Approach to stakeholder engagement	Our Approach to ESG , pg. 14 2022 Capital One Form 10-K , pg. 80 2023 Proxy Statement , pg. 37
	2-30 Collective bargaining agreements	None of our associates are covered under a collective bargaining agreement, and management believes we have a positive working environment for our associates.
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	About this Report , pg. 6 Our Approach to ESG , pg. 14
	3-2 List of material topics	Our Approach to ESG , pg. 14

GRI Disclosures

GRI Standards	Disclosure	Location
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	2022 Capital One Form 10-K
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2022 Capital One Form 10-K , pages 45, 117
	201-3 Defined benefit plan obligations and other retirement plans	2022 Capital One Form 10-K , pg. 182
	201-4 Financial assistance received from government	Commercial Bank: Sustainable Finance Opportunities , pg. 26 Public-Private Partnerships , pg. 70 2022 Capital One Form 10-K , pages 50, 62, 156-157, 185
Indirect Economic Impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	Refer to 203-1 and 203-2 below
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Engagement and Social Impact , pg. 65 2022 Capital One Form 10-K , pages 156-157
	203-2 Significant indirect economic impacts	Consumer Well-Being and Financial Inclusion , pg. 57 Commercial Bank: Sustainable Finance Opportunities , pg. 26 Renewable Energy , pg. 33

GRI Disclosures

GRI Standards	Disclosure	Location
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Climate Strategy , pg. 23 Commercial Bank: Sustainable Finance Opportunities , pg. 26 Commercial Bank: Supporting Renewable Energy Projects , pg. 27 Metrics and Targets , pg. 30 Renewable Energy , pg. 33
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Metrics and Targets , pg. 30
	302-4 Reduction of energy consumption	Metrics and Targets , pg. 30
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Overview , pg. 17 Waste Reduction and Water Conservation , pg. 35
GRI 303: Water and Effluents 2018	303-5 Water consumption	Metrics and Targets , pg. 30 Waste Reduction and Water Conservation , pg. 35

GRI Disclosures

GRI Standards	Disclosure	Location
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Overview , pg. 17 Metrics and Targets , pg. 30
	305-1 Direct (Scope 1) GHG emissions	Metrics and Targets , pg. 30 Apex Companies LLC Verification Opinion Declaration , pg. 118
GRI 5: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Metrics and Targets , pg. 30
	305-3 Other indirect (Scope 3) GHG emissions	Metrics and Targets , pg. 30 Apex Companies LLC Verification Opinion Declaration , pg. 118
	305-5 Reduction of GHG emissions	Metrics and Targets , pg. 30
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Overview , pg. 17 Waste Reduction and Water Conservation , pg. 35
	306-3 Waste generated	Waste Reduction and Water Conservation , pg. 35
GRI 306: Waste 2020	306-5 Waste directed to disposal	Waste Reduction and Water Conservation , pg. 35

GRI Disclosures

GRI Standards	Disclosure	Location
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital , pg. 37 Workplace Diversity, Inclusion and Belonging , pg. 42 2022 Capital One Form 10-K , pg. 17 2023 Proxy Statement , pg. 48
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2022 Capital One Form 10-K , pages 18, 135, 180, 182 Health Benefits: Healthy Body, Healthy Mind
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Workplace Diversity, Inclusion and Belonging , pg. 42 2022 Capital One Form 10-K , pg. 17 2023 Proxy Statement , pg. 48
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Workforce Representation , pg. 45 U.S. Workforce by Job Category , pg. 46 Board Recruiting and Diversity , pg. 91 2022 Capital One Form 10-K , pg. 17 2023 Proxy Statement , pages 14, 20, 27, 50, 53
	405-2 Ratio of basic salary and remuneration of women to men	Pay Equity , pg. 48 2023 Proxy Statement , pg. 50

Verification Opinion Declaration Greenhouse Gas Emissions



To: The Stakeholders of Capital One Services LLC

Apex Companies LLC, (Apex) 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 opinion declaration 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. Capital One is responsible for the preparation and fair presentation of the GHG emissions statement in accordance with the criteria. Apex’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. Apex is responsible for expressing an opinion on the GHG emissions statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

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

- Operational Control
- Worldwide

Types of GHGs: CO₂, N₂O, CH₄, HFCs

GHG Emissions Statement:

Capital One GHG Emissions for Reporting Year 2022	
Scope 1 Emissions Metric Tonnes (mt) of CO ₂ equivalent (CO _{2e})	7,296
Scope 2 Emissions – Location Based mt CO _{2e}	83,850
Scope 2 Emissions – Market Based mt CO _{2e}	1,914
Scope 3 Emissions Total mt CO _{2e}	250,428
<ul style="list-style-type: none"> • Scope 3 Emissions – Category 1 Purchased Goods & Services – mt CO_{2e} 	151,845
<ul style="list-style-type: none"> • Scope 3 Emissions – Category 3 Fuel and Energy Related Activities (T&D Losses only) – mt CO_{2e} 	4,152
<ul style="list-style-type: none"> • Scope 3 Emissions – Category 4 Upstream Transportation and Distribution – mt CO_{2e} 	60,563
<ul style="list-style-type: none"> • Scope 3 Emissions – Category 5 Waste Generated in Operations - USA Operations (USA Landfilled Waste and Recycled Materials) mt CO_{2e} 	2,164
<ul style="list-style-type: none"> • Scope 3 Emissions – Category 6 Business Travel – mt CO_{2e} 	14,288
<ul style="list-style-type: none"> • Scope 3 Emissions – Category 7 Employee Commuting – mt CO_{2e} 	12,569
<ul style="list-style-type: none"> • Scope 3 Emissions – Category 13 Downstream Leased Assets- mt CO_{2e} 	4,847
GHG Net Emissions for Reporting Year 2022	
Net Emissions mt CO_{2e}	259,638
Scope 1 + Scope 2 Market Based + Scope 3 (Categories 1, 3, 4, 5, 6, 7 & 13)	

Data and information supporting Scope 1 GHG emissions assertion were in some cases historical in nature, but many cases estimated rather than historical in nature. Data and information supporting the Scope 2 GHG emissions assertion were in

most cases historical in nature, but in some cases estimated rather than historical in nature.

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



Period covered by GHG emissions verification:

- January 1, 2022 to December 31, 2022

Criteria against which verification was conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) 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)

Reference Standard:

- ISO 14064-3 (2019-04) Second Edition: Greenhouse gases — Part 3: *Specification with guidance for the verification and validation of greenhouse gas statements*

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the above indicators
- Qualifications: Fugitive refrigerant emissions are estimated only for select corporate facilities in the United States, Philippines and the United Kingdom.

GHG Verification Methodology:

- Interviews with relevant personnel of Capital One;
- Review of documentary evidence produced by Capital One;
- Review of Capital One data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by Capital One to determine GHG emissions.

Verification Opinion:

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

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), and WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3).

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

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these 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.

Apex 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 Apex’s standard methodology for the verification of greenhouse gas emissions data.

Attestation:

Scott Johnston, Lead Verifier
Principal Consultant
Apex Companies, LLC
Miami, Florida

Trevor Donaghu, Technical Reviewer
Program Manager
Apex Companies, LLC
Pleasant Hill, California

March 2, 2023

This verification declaration 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 declaration by you to the public or other organizations but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this declaration.