



Foundations

Orientation

Participant Guide



THE JOURNEY
begins with you.

Today's Topics

Starting a new job may bring with it a mix of emotions: excitement, curiosity, pride and perhaps some stress and anxiety, too. That's where we come in!

At the end of orientation, you'll be able to...

- Describe Capital One's mission and values
- Reflect on your identity and what you bring to your role
- Leverage enterprise resources to address common needs
- Identify your immediate needs and feel empowered to share them

Your Session Schedule:

| Timing: | Topics: |
|------------------------|--|
| 11:30 AM - 12:30 PM ET | <ul style="list-style-type: none">● Introductions and ground rules● Who we are and what we believe in● Resources for your well-being |
| 12:30 PM - 1:30 PM ET | Break |
| 1:30 PM - 2:35 PM ET | <ul style="list-style-type: none">● Who you are and why it matters here● How we do things here● Ways to accelerate your productivity● Review and hand-off to people leaders |

Part of orientation is about making **connections**, which is why we've assigned you to a **cohort**. Your cohort consists of peers in your same work location and is meant to help you to start to build your **network** here.

- Who will be the notetaker?
- Who will share your group's thoughts in the main room?

[illegible]

Get to Know Capital One

Our mission is to **Change Banking for Good**. We do this by bringing ingenuity, simplicity and humanity to banking and daring to dream, disrupt and deliver a better way. To learn more, choose one of the following impact stories to explore:

- [Coming together to eliminate overdraft fees](#)
- [Promoting Equal Access to Skill Training in Richmond](#)

How does our mission show up in the video?

What parts of our mission do you connect with the most? How does it relate to what you hope to accomplish at Capital One?

Lines of Business

We bundle similar products and services into **Lines of Business (LOBs)**.



LOB: CARD

New to Credit, Mainstreet & CreditWise, Upmarket, Partnerships & Trade Credit and Horizontal Services



LOB: COMMERCIAL BANKING

Commercial Real Estate, Corporate Banking, Horizontal Functions, Underwriting & Portfolio Management, Operations, Risk and Capital Markets



LOB: RETAIL BANK

Channel & Operations, Small Business Bank, Enterprise Payments, MAPS, Retail Bank Product and Customer Protection



LOB: FINANCIAL SERVICES

Auto Refinance, Data Insights, Dealer Auto, FS Servicing and Navigator Platform

Other Departments



Audit, Brand, Capital One Software, Capital One Ventures, Corporate Strategy, Enterprise Products & Experiences, Enterprise Supplier Management, External Affairs, Finance, GWS, HR, Legal, Risk Management and Technology

Our Values

Our culture is built on a set of shared Values that are our guiding principles. These Values - **Excellence and Do The Right Thing** - are our anchors and do not change over time. They drive how we work together, make decisions, innovate and better serve our customers. Associate Relations and Ethics Office are here to help ensure that Capital One values are consistent across the organization. You can learn more about these groups on Pulse.

Excellence

Excellence defines the way we at Capital One perform as individuals, teams and an organization.

Our Excellence Value is defined by five attributes: Best People, Strategically Bold, Intellectually Rigorous, Well-Managed and Ownership.

Do The Right Thing

Do The Right Thing describes how we interact with each other and our customers.

This Value is defined by five attributes: Open, Teamwork, Respect for Each Other, Respect for our Customers and Integrity.

Our Values of **Excellence** (left column) and **Do The Right Thing** (right column) are defined by five attributes each:

Best People:

- Recruit only the very best people
- Develop and challenge associates
- Reward performance results
- Value diversity of people

Strategically Bold:

- Remember the market is boss
- Drive breakout innovation
- Hang out a shingle
- Be paradoxically conservative

Intellectually Rigorous:

- Make fact-based decisions with judgement
- Take an integrated approach
- Challenge the thinking

Well-Managed:

- Be disciplined
- Obsess for great execution
- Anticipate and drive change
- Communicate too much
- Be a leader, first by example

Ownership:

- Act like an owner
- Empower yourself and others
- Create long term shareholder value

Open:

- Seek and give feedback
- Be direct
- Be authentic
- Admit to and learn from mistakes
- Value diversity of ideas
- Be humble

Teamwork:

- Work collaboratively
- Share information, time and credit
- Assume positive intent
- Have fun

Respect For Each Other:

- Treat every associate with respect and dignity
- Elevate others
- Give back to the community

Respect For Customers:

- Offer unassailable products
- Communicate with refreshing clarity
- Provide efficient and caring service
- Deliver on our Brand Promise

Integrity:

- Be honest to yourself and others
- Demand the highest ethical behavior
- Live the Values

Scenario 1:

Chandler is a new Capital One Product Manager and has finished learning how the team manages workload, partnerships and product delivery. With over 10 years of product management experience Chandler feels they could offer some guidance on a better process. Unsure of how their comments and/or feedback might be received, Chandler doesn't probe or make any suggestions that could benefit the team.

Given all associates are called to live the values, what attributes should Chandler embody to feel empowered to use their voice?

Scenario 2:

Levi was invited to a cross-departmental work pod to collaborate on a relaunch for a product he piloted 3 years ago. The new product lead who's been assigned, Eileen, is discussing a change Levi knows from trial and error, would negatively impact the customer experience. In addition, due to market demand, Eileen is proposing re-launching the product after only 2 days of product testing.

Based on the values and their attributes, in which ways could Levi provide thought partnership to Eileen's work and approach?

Scenario 3:

Peyton has a project she really wants to see happen this quarter. The project involves bringing her regional team together to participate in a local community volunteer event. She sees this as a combined team building and community service opportunity that is long overdue. The only costs will be mileage, hotel and meals for 4 people. Her team is already maxing out the budget and her fear is the answer will be "no" by her people leader.

Come up with an idea for selling the project to Peyton's supervisor that would increase her chances of getting a "yes" leveraging the values.

Business Resource Groups

Business Resource Groups (BRGs) enrich our culture of belonging and deepen our understanding of others. Globally, over 60% of our workforce belong to one or more. You can find the full list of BRGs and sign-up to join one or more of them [here](#).



empowher strives to add value in our communities; recruit, develop and retain great women.



VOICES empowers Black associates to drive change, break barriers and make an impact.



&family supports parents and caregivers as they balance family and work.



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



CapAbilities advocates for the full inclusion of people with disabilities in the workplace and beyond.



Salute enables military, military spouses and Veteran associates to thrive.



HOLA is dedicated to elevating and advancing the development of Hispanic and Latinx associates.



Origins focuses on the development, engagement and retention of Asian and Pacific Islander (API) associates.

Tech BRGs



Our Tech BRGs foster an inclusive environment in Technology that is approachable and welcoming.

How to Enroll in Benefits

For new hires **in their first 31 days**, open the Onboarding Dashboard in Workday and navigate to your “Enroll in benefits” task (you can also find a benefits enrollment task waiting for you in your Workday inbox).

- 1** Select benefits coverage by clicking on each tile (Medical, Dental, Vision, etc.) and following the instructions on the right hand side of the page. When you have made your selection, click “Confirm and Continue.”
- 2** Note that once your elections are submitted they are final, and you will not be able to make any changes. When you are ready to submit your elections, click “Review and Sign.”

These step-by-step enrollment instructions are available on mybewellbenefits.com.

Your resources for all things benefits:

Visit: www.mybewellbenefits.com

Call: 1.888.376.8836

Email: HRHelpCenter@CapitalOne.com

The content on this page discusses open enrollment and is only applicable between October to December of 2024.

Building Belonging

Social identity groups are based on the physical, social and mental characteristics of individuals. Use the space below to describe some of your social identities. Alternatively, you can complete this activity on your own paper.

| Social Identity | Examples | Answers |
|--------------------------------------|---|---------|
| Gender | Woman, Man, Non-Binary, Transgender, Gender-queer, Genderfluid, Agender, Post-Gender | |
| Sex | Intersex, Female, Male | |
| Race | Asian, Pacific Islander, Native American, Black, White, Bi/Multiracial | |
| Ethnicity | Irish, Puerto Rican, Italian, Mohawk, Jewish, Lebanese, European-American | |
| Sexual Orientation | Lesbian, Gay, Bisexual, Pansexual, Heterosexual, Queer, Questioning, Asexual | |
| Religion/Spirituality | Hindu, Muslim, Sikh, Buddhist, Jewish, Christian, Pagan, Agnostic, Faith/Meaning, Atheist | |
| Socio-Economic Status | Poor, Working Class, Lower-Middle Class, Upper-Middle Class, Owning Class, High Net Worth | |
| Age | Child, Young Adult, Middle-Age Adult, Elderly | |
| (Dis)Ability | People with disabilities (physical, emotional, etc.), Temporarily able-bodied, Temporarily disabled | |
| Nations of Origin and/or Citizenship | United States, Nigeria, Korea, Turkey, Argentina | |
| Tribal or Indigenous Affiliation | Cherokee, Ojibwe, Mohawk, Aboriginal, Navajo, Santal | |
| Body Size/Type | Overweight, Person of Size, Thin, Muscular, Fat, Tall, Short | |

Next, answer the following questions in the space provided or on your own piece of scratch paper. You will build on this reflection later in your Diversity, Inclusion and Belonging learning journey at Capital One.

Which identities do you think about most often?

Which identities have the strongest effect on how you perceive yourself?

Which identities have the strongest effect on how you believe others perceive you?

If you had to select five identities as your core identities, which would you choose?

People Leader Success Profile

Our people leaders are guided by our **People Leader Success Profile**, which describes the behaviors that they are expected to exhibit. It defines what it means to be a great people leader at Capital One and helps drive consistency in how we measure and hold people leaders accountable across the organization.



Include

Hire the best people and build diverse teams

Connect personally, listen and care in the moments that matter

Foster an environment of trust, collaboration and belonging

Lead with heart, humility and authenticity



Empower

Develop, challenge and coach others to reach their goals

Ask questions and remove obstacles to success

Hold a high bar for talent and performance

Lead through change, with candor and optimism



Inspire

Craft and share a powerful vision for the future

Inspire breakthrough innovation that drives results

Appreciate, reward and elevate great performance

Do the right thing and lead by example

What Do You Need to Thrive?

Use the following prompts to help you start to organize your thoughts and potential talking points for your first few 10/10s with your people leader.

| | | |
|-------------------------|---|--|
| Your Work Style | What excites you most about your new job? | |
| | What motivates you to do a good job? | |
| | How do you tend to communicate best with others? | |
| Building the Foundation | What are the biggest challenges you expect to confront in this role? | |
| | What are your biggest strengths? | |
| | What are your biggest development opportunities? | |
| | What are your expectations of your new manager? | |
| Your Transition | What are you most looking forward to during this transition? | |
| | What are your greatest concerns about this transition? | |
| | What do you think your objectives should be for the next 30, 60, and 90 days? | |

Communicating at Capital One

At Capital One, there are many ways we connect and get work done. On this page, you'll find instructions and helpful tips for two important methods: meet & greets and Slack.

Meet & Greets

- + Learn more:** Learn how to prepare, what not to do and why meet & greets are so important [here](#).
- + Prep an about me slide:** A great way to introduce yourself is through an "About Me" slide. Share your slide when meeting new groups of people or during one-on-one meet & greets. Looking for a template? Find one [here](#).
- + Prepare your questions:** Check out a list of questions [here](#) that you can leverage for your upcoming meet & greets.



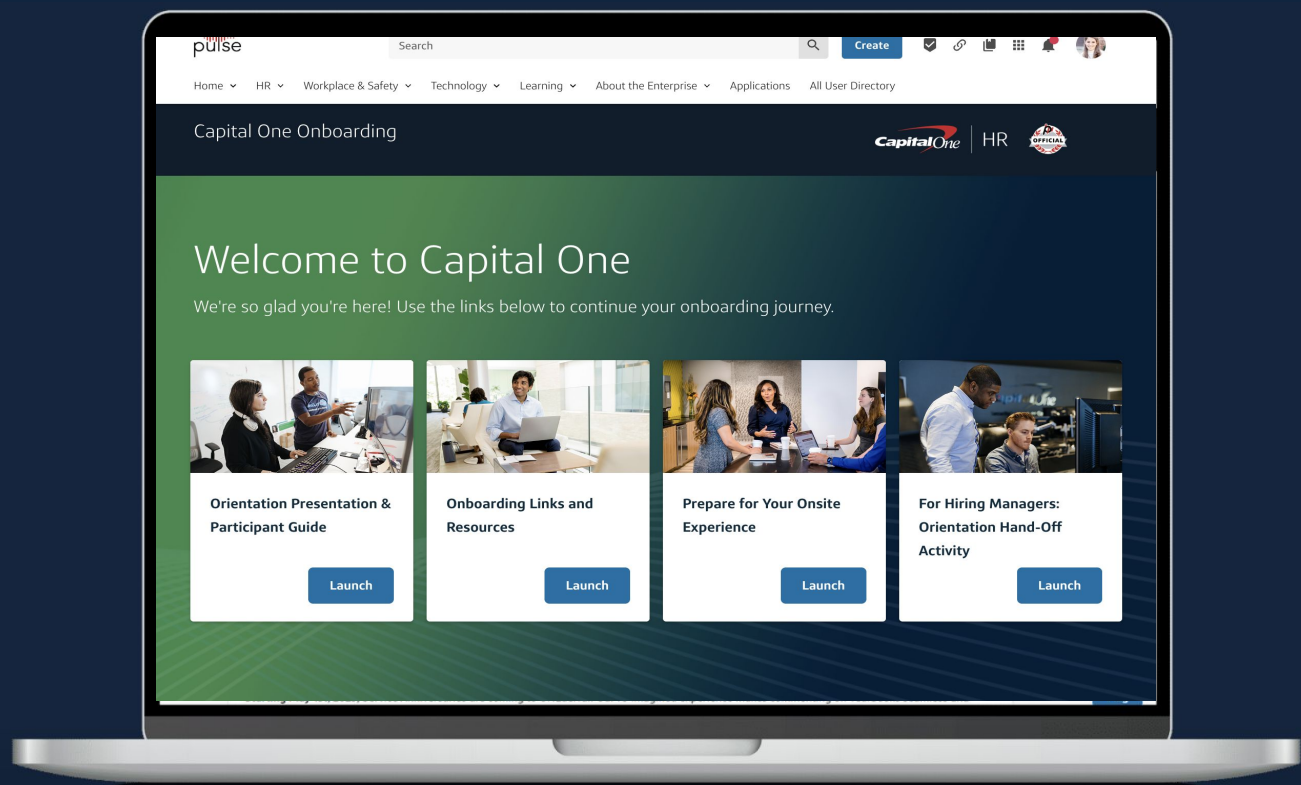
Request Slack access through [All Access](#). Search for 'Slack'. Visit the [Slack page on One Support](#) for step by step instructions.

Here are some of our favorite Slack Channels:

| | | | |
|----------------|--------------|------------------|-------------------|
| #bank-dogs | #bank-cats | #musicians | #bank-cows |
| #help-google | #vpn-support | #people-data-hub | #help-slack |
| #help-onelearn | #art_program | #wc-free-swag | #tysons-free-swag |

Next Steps

As you continue to learn and grow in the days and weeks to come, we hope you'll leverage the [Capital One Foundations Pulse page](#) for helpful onboarding resources.



Conversation Starters

Breaking the ice can be hard. We get it! Feel free to use this curated list of ice breaker questions to connect with your peers.

- What's something you're passionate about outside of work?
- What's your favorite way to spend the weekend?
- What's the best piece of advice someone has ever given you?
- If you could teach a course on any subject, what would it be?
- What's your cellphone wallpaper today?
- Where would your dream home be located?
- Which fictional character would you like to be friends with?
- What's a skill you'd like to learn?
- What's your go-to lunch?
- What other job would you try for a week?
- If you had 15 minutes of fame, what would you do with it?
- What's your favorite way to unwind after a busy work week?
- Besides your phone, what's your favorite tech gadget and why?



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