



2023 Devon Energy






Sustainability Report

Includes updates since original publication.



Contents

Continuing Commitments. We’re proud to highlight our efforts to set high standards as a neighbor, community partner, environmental steward and employer.

					
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About This Report

Our company

Devon Energy (NYSE: DVN) is pleased to present our 2023 Sustainability Report highlighting our environmental, social and governance (ESG) performance and our ongoing efforts to improve in all these areas. We're driven to deliver industry-leading results while being a good neighbor, valued and effective community partner, responsible environmental steward and supportive, caring employer.

We're proud to be a leader in the energy industry, producing oil and natural gas that are essential to lives and livelihoods around the world. Oil and natural gas allow us to house and feed our families, heat and cool our indoor spaces, travel, manufacture necessities and carry out other essential activities. Devon produces valuable commodities that are fundamental to society, and we do so in a safe, environmentally responsible and ethical way, while striving to deliver strong returns to shareholders.

Based in Oklahoma City, Oklahoma, Devon employs about 1,800 people. Every day, our actions are guided by our values of integrity, relationships, courage and results as we work to earn our social license to operate and the trust of our stakeholders. We believe these values are core to being a cohesive company and making a positive and sustainable impact.



Devon's values

Our values naturally build on one another to achieve results.



Integrity

Openness and honesty unite us and are at the core of everything we do.



Relationships

We are caring, connected and supportive of our employees and stakeholders and succeed as one team.



Courage

We take intelligent risks and share our successes and failures to continuously improve.



Results

We always seek to achieve better results and make a positive and sustainable impact.

Unless otherwise noted, the information in this report is pro forma for the combination of Devon and WPX for 2020 and 2021 and applies to operated assets under each company's control in the U.S. Certain metrics and results that apply to only one of the legacy companies will be noted as such.

Devon is committed to continuously improving our ESG performance and communicating it transparently. We invite you to provide your feedback on how we're doing by using our stakeholder contact portal.

[CONTACT US](#)

About This Report continued

Materiality assessment

This report reflects our commitment to accountability and transparent reporting of our ESG progress. It covers the most material policies, programs and performance related to our ESG efforts, as determined in a comprehensive materiality assessment completed in the second quarter of 2022 to identify the most relevant and impactful performance areas for Devon and our key stakeholders.

The materiality assessment, facilitated by a third-party ESG consultant, followed a process recommended by the Oil and Gas Industry Guidance on Voluntary Sustainability Reporting, published jointly by the International Petroleum Industry Environmental Conservation Association (IPIECA), the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP). The assessment process included:

- In-depth, one-on-one interviews with Devon’s chief executive officer, chief operating officer and other executive committee members
- One-on-one interviews with key external stakeholders
- Survey of internal subject matter experts and key ESG reporting stakeholders
- Peer benchmarking
- Reporting framework gap analysis
- Review of external stakeholder materials, such as assessments from Sustainalytics, ISS, Moody’s Vigeo Eiris, RobecoSAM and others

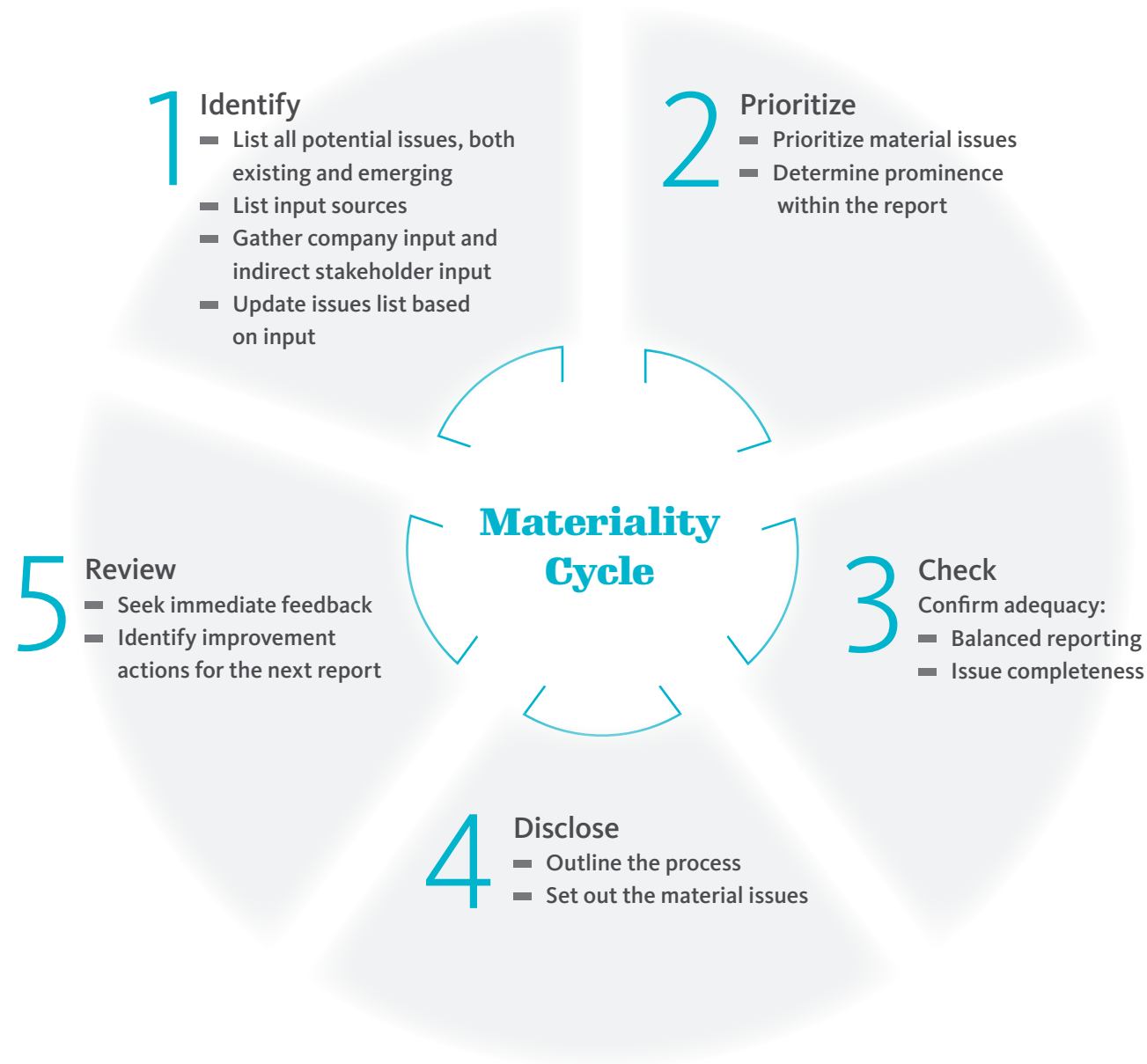
The process also included a full-day, in-person workshop at Devon’s corporate headquarters. Participants included leaders of Devon’s operations, sustainability, environmental, safety, corporate governance, investor relations, human resources, legal, corporate communications, community relations,

accounting, enterprise risk management and internal audit departments. Leaders identified key stakeholders and material areas for reporting and mapped them on a materiality matrix. The workshop included discussion and agreement on Devon’s refreshed ESG reporting vision, strategy and guiding principles for future reporting.

Devon evaluated common reporting frameworks, including those of IPECA, the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (SDG) and the Global Reporting Initiative (GRI). The U.S. Securities and Exchange Commission’s (SEC) proposed rule for Enhancement and Standardization of Climate-Related Disclosures for Investors was also reviewed. Based on this evaluation, the contents of this report are mapped to IPIECA, TCFD, SASB, SDGs and the American Exploration and Production Council (AXPC) Framework.

Based on this assessment process, this report focuses on the following top material areas of Devon’s ESG performance: emissions, climate change, public advocacy, corporate governance/enterprise risk management, water, workforce safety, cybersecurity, and diversity, equity and inclusion (DEI). Additional topics of reporting interest to Devon and our stakeholders include: land conservation/biodiversity, stakeholder engagement, corporate culture/human capital, employee retention, road safety and driving, emergency preparedness, spill prevention and communities/giving.

The 2022 materiality assessment built on the initial materiality assessment completed in 2018, as well as periodic reviews of material areas in subsequent years to help ensure our reporting remained relevant and meaningful for our stakeholders.



Note that the concept of materiality used to prepare this report is not meant to correspond with the concept of materiality associated with disclosures required by the SEC. We applied the IPIECA/API/IOGP sustainability reporting guidance (4th edition, 2020) definition of materiality:

Any topic that – in the view of management or stakeholders – significantly affects the company’s performance and informs external opinion. They tend to be issues that most affect value creation and the economic and reputational resilience of a company in a positive or negative way.



CEO Letter

A balanced approach to sustainability



Rick Muncrief
President and CEO

At Devon, excellence in the environmental, social and governance (ESG) arena and business performance are not mutually exclusive. Our outstanding financial, operational and ESG results in 2022 show clearly that doing the right things, in the right way, is good for our business and our stakeholders.

Devon needs both ESG and business progress to responsibly meet growing global demand for affordable, reliable and sustainable energy supplies. We need both to continue delivering oil and natural gas while protecting the environment, maintaining our nation's energy security and improving the quality of human life. We need both to evolve and thrive during a decades-long, complicated and costly transition to a lower-carbon economy. And both are necessary to preserve and create value for our stakeholders, whether we're investing in technology solutions to cut emissions, empowering our employees to balance their work and personal lives, enabling community organizations to meet fundamental local needs or delivering returns to our shareholders over the long-term.

We were able to perform at a high level and surpass many of our corporate goals in 2022 because our values guided our actions. Devon continued fostering trusting relationships based on integrity, having the courage to advance ambitious goals and challenging ourselves to do and be better.

Just Capital ranked Devon the #1 oil and gas company on issues that matter most, based on polling of the American public. This recognition demonstrates what it means to support all of our stakeholders – workers, customers, communities and shareholders, as well as the environment.

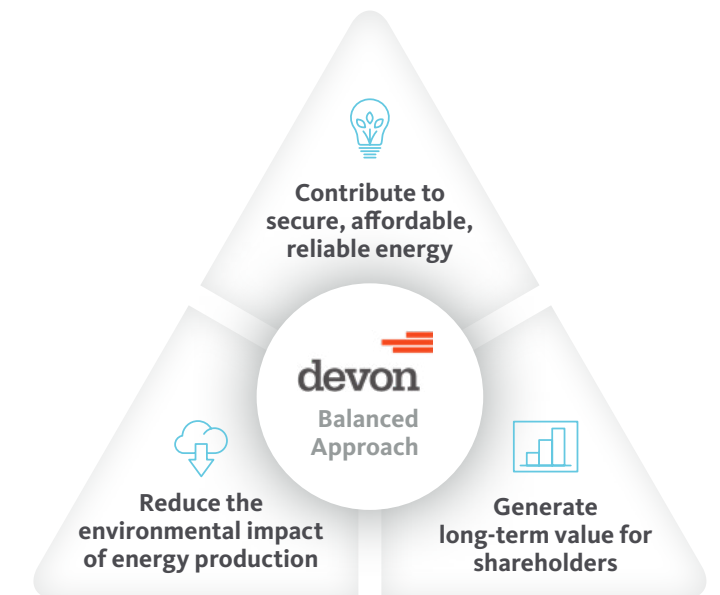
Reducing our environmental footprint

Devon must balance the need to limit global warming with the need to supply affordable, accessible, reliable energy the world needs to improve the quality of human lives across the globe. We first set an ambitious target to reduce methane emissions in 2019 and we significantly increased our expectations in 2021 by setting more comprehensive and aggressive emissions targets, including our aim to reach net zero greenhouse gas emissions for Scopes 1 and 2 by 2050. As demonstrated through the recent acquisition of RimRock Oil and Validus Energy, progress to achieve our emissions reduction targets may not be linear over time as we onboard new assets and begin to structurally improve emissions performance to meet the Devon standard.

We have a dedicated, talented and engaged team leading our ESG and environmental, health and safety (EHS) efforts. They're building our capabilities and reputation for constructive engagement and ESG leadership with our board of directors, industry and thought leaders from business, academia and nongovernmental organizations. With the team's guidance, Devon was a foundational sponsor of GTI Energy's Veritas and joined the Oil & Gas Methane Partnership (OGMP) 2.0, demonstrating our commitment to being an industry leader in the pursuit of transparent reporting and mitigation of methane emissions.

Devon's track record of steadily increasing transparency on environmental performance goes back almost 20 years. Our 2023 Climate Change Assessment Report, our fourth in six years, details our most robust disclosures to date on assessing the resiliency of our portfolio to climate-related risks. It's good business to enhance our disclosures to address stakeholder feedback and to inform our strategic planning.

Our balanced approach to delivering sustainable energy the world needs



Increasing board independence and diversity

The decisions we make and actions we take to deliver value are the result of good governance and input from our highly capable board of directors. In January 2023, we appointed Barbara Baumann, one of our independent directors, to be our board chair. It is unique in the oil and gas industry and with public companies in general to have a female board chair. This is a testament to Barbara's strategic insight, financial acumen and operational knowledge. We also appointed two new directors to our board in January. Michael Mears and Gennifer Kelly are independent directors who bring impressive backgrounds and valuable strategic insights to the board. These board changes enhance the independence skills and competencies, and gender and age diversity of our board.



CEO Letter continued

What we're working on in 2023

- Achieving our emissions reduction and other environmental targets.
- Improving our emissions data precision and reporting methodologies through development of a carbon accounting platform.
- Making strides in our workforce diversity programs.
- Evaluating on-site contractors' ESG performance with an eye toward improvements across our value chain.
- Making plans to implement pending EPA methane regulations and the BLM Waste Prevention Rule. Both will place new, stringent requirements on our operations.
- Engaging constructively around the proposed SEC climate disclosure rule that could increase our climate-related reporting, costs and risks.

Empowering our employees and communities

In recent years, Devon employees have been deeply impacted by the upheaval and changes in our country. We heard their concerns and expanded our policies and programs in 2022 to help employees better balance their work and personal lives. Those changes have included enhanced benefits such as family and maternity leave and increased wellness resources. It's been gratifying to hear from employees that the changes are making a meaningful difference in their lives.

Devon makes social investments that align with our business strategy, including STEM education, public safety and social services. I recently joined our STEM partner, Cal Ripken, Jr., at the opening of a new STEM center at an elementary school – one of 120 STEM centers we've installed in our local communities. I saw how excited the children were when they started working with their STEM kits and how quickly they gained confidence. I'm convinced that our efforts will create gamechangers with unlimited potential to shape our future.

We'll keep supporting the communities where we live and work and the many Devon employees who volunteer their time to help their neighbors.

Meeting new challenges

Devon made great headway in our ESG efforts in 2022, but there is always more work to do. First and foremost, we will continue to deliver oil and natural gas in a safe, environmentally responsible and ethical way. Looking into the future, we see further consolidation within our industry as necessary and an opportunity for Devon. We are committed to finding new and innovative ways to produce energy in an increasingly clean and sustainable manner, while continuing to grow our core business. With the dedication of our employees, invaluable guidance and support of our board and ongoing engagements with our stakeholders, I'm confident we will continue to improve our ESG performance. Delivering results is a company value and a pillar of our sustainability.

Thank you for taking the time to learn what Devon is doing to be a safe, clean, responsible and ethical oil and natural gas producer. We welcome your feedback to help us continuously improve our ESG performance and reporting.

Sincerely,

Richard E. "Rick" Muncrief
President and CEO

In a year of record financial and operational results, Devon invested in our communities and achieved meaningful emissions reductions in 2022.

\$6

billion of free cash flow in 2022 - a record level for the company and a 106% increase compared to 2021.

39%

return on capital employed (ROCE) in 2022 - more than 2x that of the S&P 500 average.

\$29.6

million of social investments in 2022 - focused on STEM education, public safety, social services, humanitarian support and building vibrancy in our communities.

0.5%

flaring intensity achieved in 2022 - a 77% reduction since 2019.



Message from Our Board

Embedding a continuous improvement mindset for the evolving ESG landscape



Barbara M. Baumann
Board Chair



Kelt Kindick
Chair of Governance,
Environmental and
Public Policy Committee

Devon's board is committed to integrating ESG considerations into the company's decision-making and operations. Accordingly, we have set ambitious ESG and EHS goals and continue to invest in technology, equipment and employee knowhow to meet them. We are proud of our progress, including emissions reductions, broader community engagement, and increased diversity, equity and inclusion (DEI) across our workforce. We believe our culture of collaboration and constructive engagement enhances the company's ability to adapt to the quickly evolving ESG landscape.

Our board engages often, as a whole, on ESG-related topics. We continuously refresh our approach to oversight in ways that allow us to identify and manage risks while continuing to produce energy, explore opportunities in the low-carbon transition economy and consider our long-term vision for the company. We remain convinced that Devon's pursuit of aggressive environmental targets is wholly compatible with delivering the strong business results that our shareholders expect. We seek reasoned, thoughtful approaches in our environmental efforts, taking leadership positions where they matter. For example, we have committed Devon to multistakeholder initiatives focused on reporting and mitigating methane emissions by oil and gas companies.

Our Governance, Environmental, and Public Policy (GEPP) Committee has expanded its responsibilities in order to help us identify and proactively address emerging ESG and policy issues. Devon's subject matter experts provide the board and GEPP Committee with substantive reporting and innovative solutions, particularly related to our emissions targets and the tactics to reach them. The GEPP Committee also maintains the board's high standards for governance of the company, with deliberate and constructive leadership of our board evaluation and refreshment processes.

Over the past year as Dave Hager's retirement from the board and as board chair approached, the board took the opportunity to reflect deeply on our mix of skills, experience and background, and our ambition for the company's future. In January, after a thoughtful and comprehensive review process, we welcomed Michael Mears and Gennifer Kelly to the Devon board and I was elected independent board chair. Michael and Gennifer are proven leaders with experience and perspectives of great value to our company.

Devon employees showed their dedication to delivering results again in 2022, and the board enthusiastically supported rewarding them with enhanced benefits and compensation. We believe Devon's care and concern for employees' well-being is essential to the company's long-term success.

Devon will continue producing oil and natural gas with care for the environment, workforce safety and our communities, while delivering competitive financial results and long-term shareholder value. The board is accountable for overseeing Devon's environmental, social and governance performance and welcomes feedback on our ESG disclosures and reporting. On behalf of the board, we appreciate your interest in Devon Energy and our ESG efforts.

Sincerely,

Barbara M. Baumann
Board Chair

Kelt Kindick
Chair of Governance,
Environmental and
Public Policy Committee

Report Summary

Performance Targets and Progress

Devon's ambitious environmental performance targets focus on further reducing the carbon intensity of our operations, minimizing freshwater use and engaging constructively with our value chain.

SEE OUR PROGRESS ON PAGE 8

Other ESG-Related Publications



2023 CLIMATE CHANGE ASSESSMENT REPORT



2022 POLITICAL ACTIVITY & LOBBYING REPORT

Environment

- Reduced Scope 1 and Scope 2 location-based GHG emissions by 12% and Scope 1 and Scope 2 location-based GHG emissions intensity by 19% in 2022 compared to 2019.

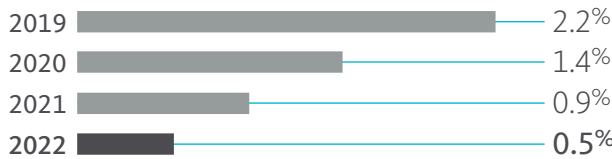
- Reduced methane emissions by 50% and methane emissions intensity by 55% in 2022 compared to 2019.

Methane Emissions Intensity (Scope 1) (tCO₂e/MBoe)



- Reduced flared volumes by 79% and flared volume intensity by 77% in 2022 compared to 2019.

Flaring Intensity (% of natural gas produced)



Note: Scope 1 and 2 GHG emissions and methane emissions increased in 2022 compared to 2021, primarily driven by the acquisition of RimRock Oil and Validus Energy, as well as an uptick in combustion-related emissions.

- Used 72 million barrels of recycled water in 2022, an increase of 18% compared to 2021.

- Enhanced our leak detection and repair (LDAR) program by surveying 93% of production facilities with optical gas imaging cameras at least once during the year (with some facilities surveyed more than once), surveying 100% of our production facilities with aircraft flyovers at least twice during the year, and by installing continuous emissions monitoring on 31% of our production in 2022.

- Surpassed our standalone emissions reduction goal, which accounted for 15% of the overall corporate scorecard, based on flaring intensity performance and our enhanced leak detection program.

Safety & Security

- Held our first Hearts & Minds workshops in Spanish to share our safety culture with a broader set of our contractors.

29% Reduction in our Serious Incident and Fatality (SIF) Recordable Rate in 2022 compared to 2021.

- Introduced an ESG module in our Veriforce contractor compliance questionnaire to gauge our contractors' alignment with our ESG priorities.

- Set 2023 corporate safety goals that account for 60% of the company's ESG goal or 9% of the overall corporate scorecard.

Social

- Invested \$1.5 million in STEM education in 2022, including a Ripken capital gift for middle school STEM centers.

- Opened 22 STEM centers – including our first in North Dakota, our first on tribal lands, and our first in a middle school – bringing our total to 120 STEM centers since 2021.

- Impacted more than 100,000 students, 2,500 teachers and 1,900 classrooms through our STEM investments.

- In the first year of our Employee Gift Match Program, employees donated to 274 different nonprofits for a total of \$1.24 million donated and matched.

- Significantly increased our Inclusion and Equity Grants from \$100,000 for ten Oklahoma City organizations in 2021 to \$268,000 and in-kind donations for 19 organizations in Oklahoma City and the New Mexico Delaware Basin in 2022.

Governance

- Increased board engagement and oversight of environmental targets and strategy, diversity, equity and inclusion (DEI) and other ESG matters.

- Tied executive compensation more closely to ESG performance with more quantifiable metrics, increased weighting for ESG and related metrics and provided additional transparency on our corporate goals for executive and company-wide performance by prospectively publishing our goals for the year.

- Engaged constructively with federal and state policy makers, diverse stakeholders and thought leaders to broaden our perspectives on key public policy issues.

Workforce

- Provided inflation relief by increasing salaries 2% for all employees below the vice president level and by offering a medical premium holiday through 2024.

- Increasing professional and leadership learning opportunities grounded in Devon's values and employee feedback.

- Further improved access to mental health resources through virtual counseling and a dedicated digital mental health platform, and continued our focus on mental health in field safety engagements.

- Progressed a wide range of policies and programs to reduce bias and improve equity and consistency.

- Met our corporate performance scorecard goal to develop new relationships with charitable organizations involved in DEI programming.

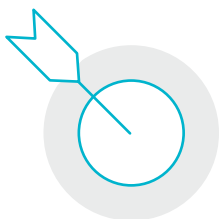
Performance Targets and Progress

Devon has established aggressive environmental performance targets focused on reducing the carbon intensity of our operations, minimizing freshwater use and engaging constructively with our value chain. These targets reflect our dedication and commitment to achieving meaningful emissions reductions while pursuing our ultimate goal of net zero GHG emissions.

Targets

NET ZERO

GHG EMISSIONS FOR SCOPE 1 & 2 BY 2050



50%

REDUCTION IN GHG EMISSIONS INTENSITY FOR SCOPE 1 & 2 BY 2030 (FROM 2019 BASELINE)



65%

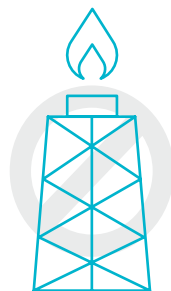
REDUCTION IN METHANE EMISSIONS INTENSITY BY 2030 (FROM 2019 BASELINE)

0.5%

OR LOWER FLARING INTENSITY BY 2025

ELIMINATE

ROUTINE FLARING BY 2030



90%

NON-FRESHWATER USAGE FOR COMPLETIONS IN MOST ACTIVE DELAWARE BASIN OPERATING AREAS



ANNUAL ASSESSMENT

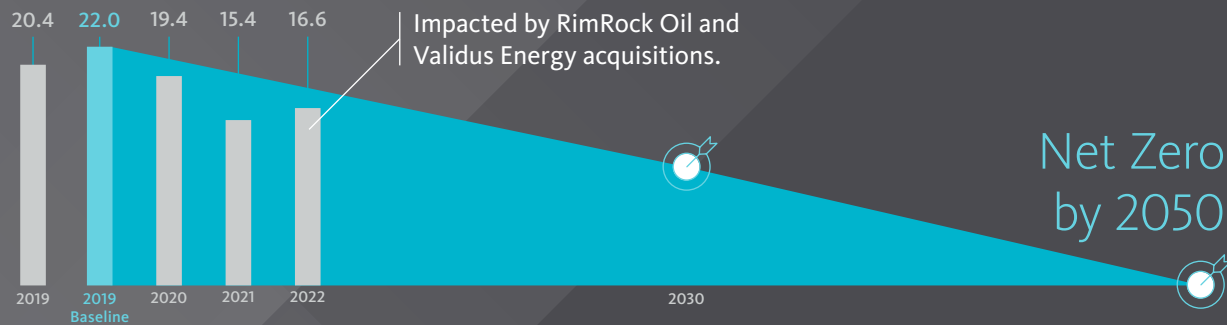
OF DEVON CONTRACTORS IN KEY ESG PERFORMANCE AREAS BY 2023



Progress

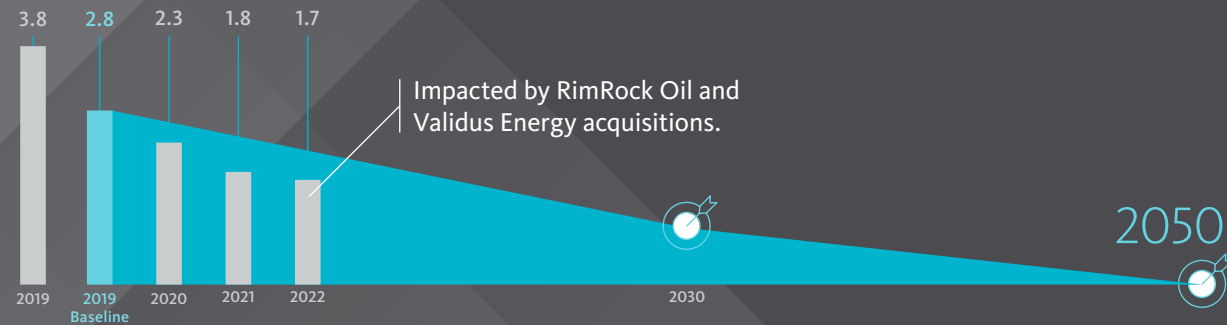
GHG Emissions Intensity

(Scope 1 and Scope 2 location-based) (tCO₂e/MBoe)



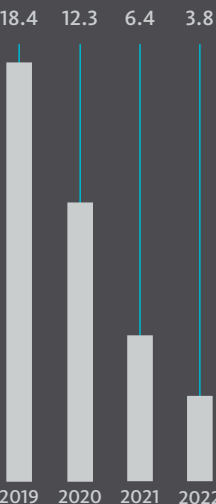
Methane Emissions Intensity

(Scope 1) (tCO₂e/MBoe)

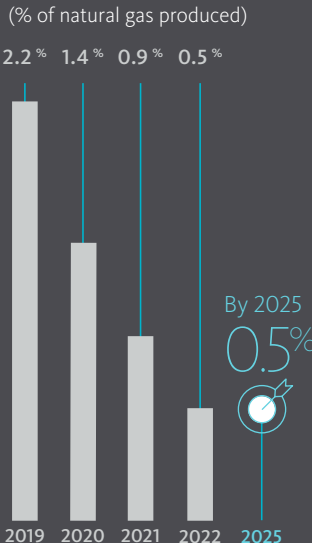


Flaring Performance

Flared Volume (BCF)



Flaring Intensity (% of natural gas produced)



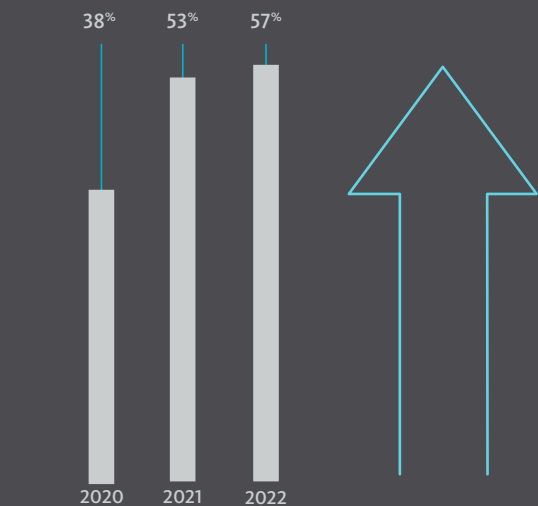
Water Performance

OVER 90%

Non-freshwater used in most active areas of the Delaware Basin in 2022

Water Recycle Rate

(% recycled water Bbl/water usage Bbl)



Value Chain Engagement

BEGINNING IN 2023

Devon contractors who perform work on the company's locations will undergo annual evaluations to assess their ESG performance in key areas.

Devon will continue evaluating how we can constructively engage stakeholders upstream and downstream of our operations to improve ESG performance across our value chain.



Operations Overview

Operational excellence and EHS

Devon Energy strives for sustainable growth by delivering oil and gas from our portfolio of premier assets in a disciplined, capital-efficient and responsible way. We give equal focus to operational excellence and our environmental, health and safety (EHS) performance to drive business progress and keep our social license to operate for decades to come. We're guided by our values to always do what's right, earn trust, take intelligent risks, and make a positive and sustainable impact.

Devon finds and produces oil, natural gas and natural gas liquids in the most prolific basins in the U.S. By helping to supply reliable, affordable energy, we create jobs, strengthen our communities, and contribute to local, state, federal and global economies. We've pioneered operational best practices, proactively applied advanced technologies, and adapted to evolving market conditions, regulations and stakeholder expectations. We do this while actively mitigating our environmental impacts, including setting and investing in meeting ambitious targets to reduce our methane emissions and address stakeholder concerns about climate change and other issues.

Our operating teams are accountable for superior operational execution, protecting people and the environment, and complying with all applicable laws, regulations and company policies. Through continuous improvement in operations and EHS performance, we're able to increase efficiencies, lower costs and reduce our environmental impacts. To reinforce the importance of EHS results, we tie a portion of our annual compensation to achieving corporate EHS targets.

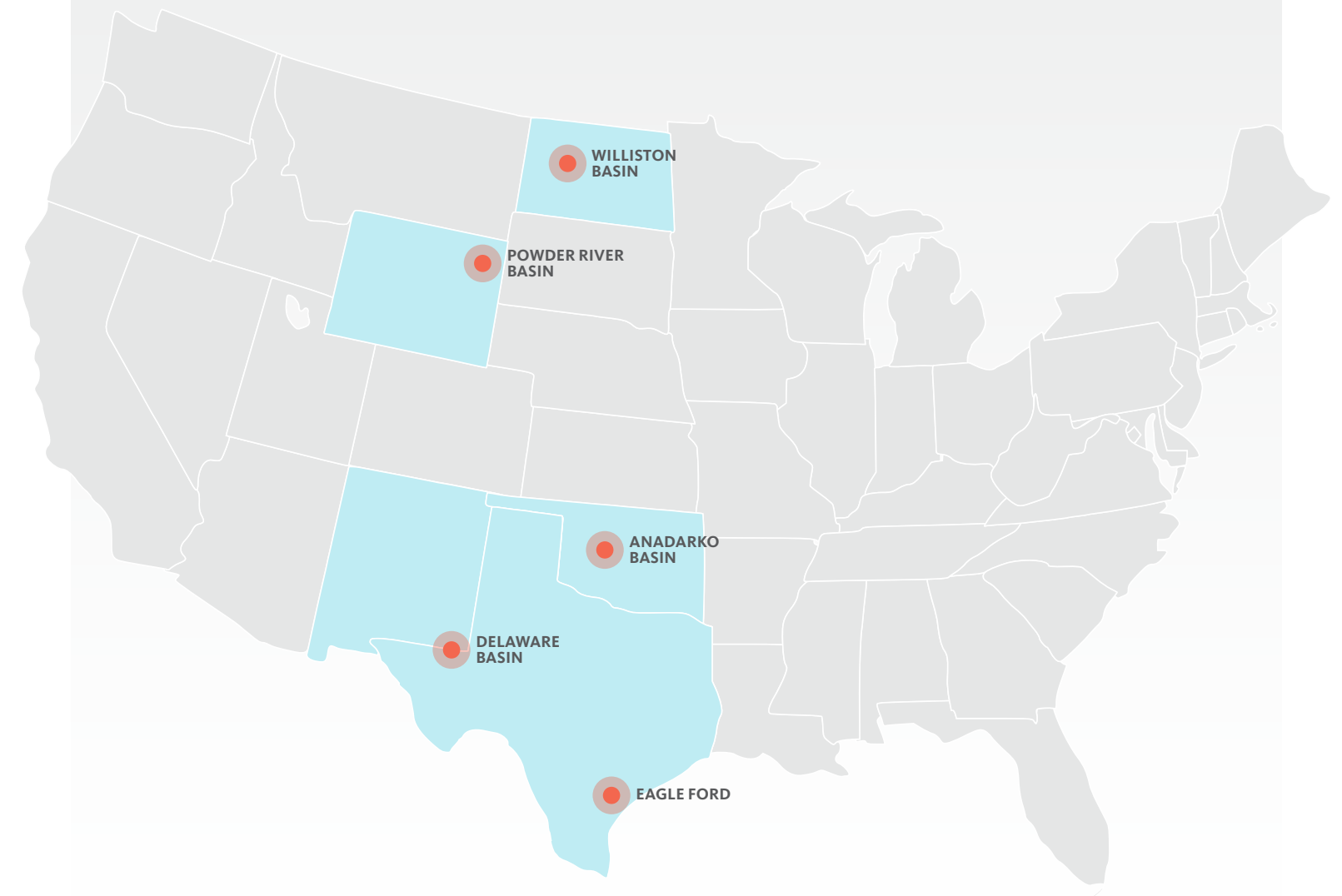
Our cross-functional EHS Council sets our strategy and priorities for improving EHS performance, and regularly communicates plans and progress with our operating teams. EHS professionals in our field operations support our teams with timely guidance and effective policies, protocols and practices. To safeguard our workforce, Devon's operating teams work proactively to strengthen our safety culture, share lessons learned, identify trends, and track leading and lagging indicators. We strive to work with contract partners in the field who have strong EHS programs and track records. Contractors who perform work on Devon locations complete an annual questionnaire to help us assess alignment with our ESG priorities and ultimately enhance our supplier relationships and performance.

We evaluate and apply the latest technologies, tools and best practices to improve our environmental performance. One of our top priorities is to accurately measure and mitigate greenhouse gas (GHG) and methane emissions and meet our short- and long-term emission reduction targets. We have significantly reduced flared volumes from our operations and steadily increased the number of voluntary leak detection and repair (LDAR) surveys performed on equipment. Devon has reduced our need for freshwater in our highest-activity basins by increasing our recycling capacity and the volume of recycled water we use. We also seek to limit the use of freshwater as much as possible. Devon is committed to land conservation and seeks to protect biodiversity by minimizing our operational footprint and impacts to land, wildlife and their habitats, and cultural and historical resources.

Diversified portfolio across U.S. resource plays

Devon operates premier acreage positions with a deep, high-quality inventory of drilling locations. Our focused development plan centers on drilling activities in our core areas of the Delaware Basin of southeast New Mexico and west Texas, the Eagle Ford Shale in south Texas, the Powder River Basin in Wyoming, the Williston Basin in North Dakota and the Anadarko Basin in western Oklahoma.

We've positioned Devon for sustainable growth through a disciplined, returns-driven strategy, significant financial strength and liquidity, and an advantaged dividend. Our commitment to ESG excellence supports our growth by keeping us focused on managing risk, operating responsibly and improving continuously.





Operations Overview continued

Investing in innovation

As a long-time industry innovator, Devon invests in, develops, deploys and investigates advanced technologies to improve EHS performance and optimize production. Advanced emissions detection and quantification technologies will be a key component of our strategy for broader emissions reductions. We established a testing facility where we're evaluating and comparing multiple technologies that would allow for faster detection and mitigation of methane emissions in an economically feasible way. We also explore methods to assess flare performance, identify beneficial uses of produced water beyond our industry and identify small fluid spills.

We invest in a dedicated technology team and embed technology professionals in our business units to align solutions to business needs. For example, our technology experts are collaborating with our operations and EHS teams to understand and apply the substantial amount of data generated by the emissions-related technologies we're investigating. Our data science analytics team developed custom artificial intelligence models that evaluate multiple camera images of wellsites every hour to determine if the flaring equipment is functioning properly. If issues are detected, we can alert or dispatch an operator to take action. Devon also holds multiple patents related to drilling and completions operations, including the breakthrough in fracture diagnostics called sealed wellbore pressure monitoring.



Innovative approach to sourcing sand

Operational excellence requires controlling costs, which we've accomplished with operating margin improvements, drilling and completions efficiencies, and improved supply chain efficiencies from our enhanced operating scale. One of our recent supply chain improvements is a first-of-its-kind mobile sand mine for completions operations we developed on surface acreage we own in the Delaware Basin. This innovative approach to sourcing sand provides supply certainty and cost savings, and improves safety and emissions performance by reducing the number of sand trucks on roads and the combustion emissions associated with traditional mining practices.

Keeping people safe and protecting the environment are important to our daily operations, the long-term value of our company and our social license to operate. Devon takes ownership of our environmental, health, safety, operational and financial performance, and works every day to improve it.

Additional information about Devon's performance is available in our detailed quarterly earnings presentations.

[LEARN MORE](#)



Environment

Aiming for industry-leading performance

The Environment section of our 2023 Sustainability Report includes:

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Resource Links:

- [2023 CDP Climate Response](#)
- [2023 CDP Climate Score](#)
- [2022 CDP Water Response](#)
- [2022 CDP Water Score](#)
- [2021 CDP Supplier Engagement Rating *](#)
- [2023 Climate Change Assessment Report](#)
- [Environment, Health and Safety \(EHS\) Philosophy](#)
- [EHS protocols for business processes](#)
- [Reclamation Standard](#)
- [Basis of Reporting GHG Emissions](#)
- [Independent Assurance Statement](#)

* Data reflects legacy Devon only





Overview

Devon is committed to doing what's right for the environment. We want to be a good neighbor, a trusted partner and a responsible, competitive operator as we produce oil and natural gas to help meet global demand. We believe exemplary environmental performance is essential to managing risk and developing forward-looking business opportunities, with the aim of being successful throughout and beyond the energy transition.

To continuously improve our environmental performance, Devon is proactive and results-oriented. We consider the potential impacts of our operations when planning activities and making decisions. We strive to comply with all applicable environmental laws and regulations, often going above and beyond what's required. In the process, we incorporate technology, tools and best practices to help minimize or avoid effects on air, water, land and wildlife.

Devon seeks to work with contractors who share our commitment to environmental stewardship. Our contractors must adequately train their personnel to perform environmentally sound work and have programs to comply with applicable environmental laws, rules and regulations. Contractors as well as employees have a responsibility to stop work to prevent spills or other environmental issues. Starting this year, contractors who perform work on Devon locations are required to complete annual assessments to help us evaluate their environmental, social and governance (ESG) performance in key areas.

Devon has established a track record of environmental performance improvements. To document progress on our long-standing priority to reduce our greenhouse gas (GHG) and methane emissions, we've responded to the CDP climate change survey for 19 consecutive years.

For almost two decades, we've been at the forefront of water conservation efforts in our industry. Devon takes great care to preserve biodiversity and protect wildlife habitat and cultural resources in areas surrounding our operations.

Transparency is important to our stakeholders and keeps us accountable for our results. Devon tracks specific metrics for GHG and methane emissions, flaring, spills, energy use, water use and others. We've consistently increased our disclosures in recent years and continue to share this information in this report and other public disclosures. For additional metrics and details on our environmental practices, please refer to our Climate Change Assessment Report and CDP responses.

Taking Action



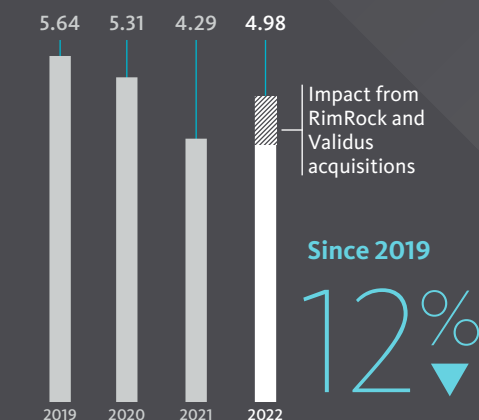
AIR

Reduced Scope 1 and Scope 2 location-based GHG emissions 12% and methane emissions 50% in 2022 compared to 2019.

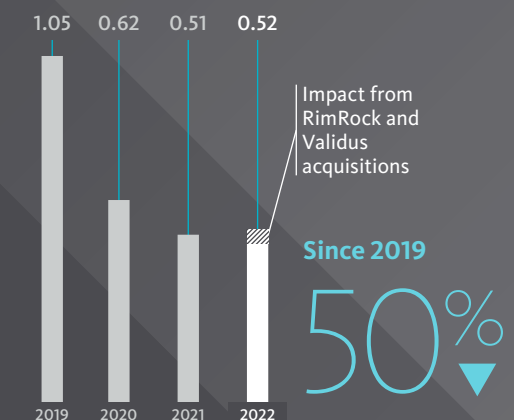
Reduced Scope 1 and Scope 2 location-based GHG emissions intensity 19% and methane emissions intensity 55% in 2022 compared to 2019.

Note: Scope 1 and 2 GHG emissions and methane emissions increased in 2022 compared to 2021 primarily driven by the acquisition of RimRock and Validus, as well as an uptick in combustion-related emissions.

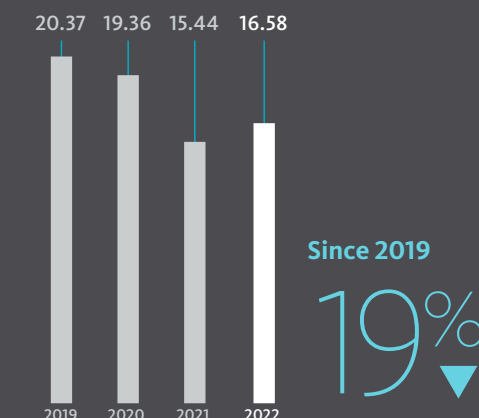
Direct and Indirect GHG Emissions
(Scope 1 and Scope 2 location-based)
(million tonnes tCO₂e)



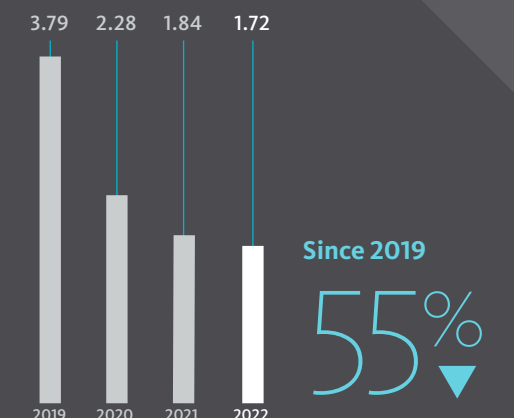
Methane Emissions
(million tonnes CO₂e)



Direct and Indirect GHG Emissions Intensity
(Scope 1 and Scope 2 location-based)
(tCO₂e/MBoe)



Methane Emissions Intensity
(Scope 1) (tCO₂e/MBoe)



SUSTAINABLE DEVELOPMENT GOALS

The United Nations has established 17 Sustainable Development Goals (SDGs). They're part of a globally agreed-upon action plan for organizations seeking to provide affordable energy, produced responsibly to protect the environment, while also promoting peace and prosperity for all people. In this report, we have identified a variety of Devon's business activities that align with the U.N. SDGs. In the environment section, look for:



Affordable and Clean Energy
page 18



Partnerships for the Goals
page 23



Clean Water and Sanitation
page 25



Life on Land
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Overview continued

Taking Action continued

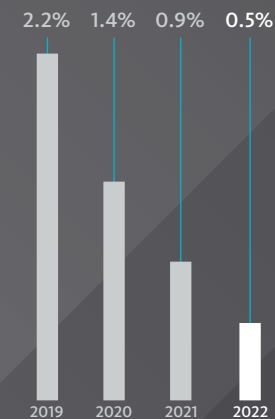


AIR continued

- Reduced flared volumes by 79% and flared volume intensity by 77% in 2022 compared to 2019.

Flaring Intensity

(% of natural gas produced)



Since 2019

77%
▼

- Issued our updated 2023 Climate Change Assessment Report aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.
- Surpassed our standalone emissions reduction goal, which accounted for 15% of the overall corporate scorecard, based on flaring intensity performance and our enhanced leak detection program.
- Joined the Oil & Gas Methane Partnership 2.0 (OGMP 2.0) and committed to its globally recognized, gold standard reporting framework.



WATER

- Used 72 million barrels of recycled water in 2022, an increase of 18% compared to 2021.
- Since 2015, we have reused over 250 million barrels of water from our water treatment facilities.



BIODIVERSITY

- Our enterprise-wide Reclamation Standard went into effect to reestablish biodiversity value consistently across the company with the goal of increasing native species diversity and richness in areas we once disturbed.



DEVON'S GOALS

- Set 2023 standalone emissions reduction goal, which includes a year-over-year reduction in GHG intensity and a year-over-year reduction in our methane detection rate.

Driving alignment

Devon has a strong organization to manage environmental performance, from our board of directors to field-level environmental, health and safety (EHS) and operations teams. We've been bringing together our EHS and ESG core competencies and capabilities to drive alignment on our broader enterprise goals and objectives.

Our governance practices and organizational structure elevate EHS oversight and discussions, including those related to climate change and the energy transition. The board's Governance, Environmental, and Public Policy (GEPP) Committee oversees environmental policies and performance and management's efforts to integrate sustainability into our business activities. Through its role to nominate candidates for our board, the GEPP Committee establishes a close connection between corporate governance and sustainability. As a component of executive compensation, environmental results included in our corporate goals are reviewed by the board's Compensation Committee. In addition, at least seven Devon directors have an educational background or direct work experience in environmental matters.

At the executive level, Devon's executive vice president and chief operating officer (COO) is accountable for our environmental programs and performance. Our vice president of ESG and EHS reports to the COO. In early 2022, we established our standalone ESG team of subject matter experts on sustainability and ESG, led by the new role of ESG manager. The team provides advisory support across Devon to continue making progress in ESG and sustainability. They engage with shareholders, nongovernmental organizations (NGO), policy makers and other external stakeholders to enhance our understanding of ESG risks and opportunities. Working in tandem with our environmental and operations personnel, the ESG team helps guide strategies to achieve our decarbonization targets.

In addition, Devon is exploring energy transition opportunities complementary to our core business, including electrification, geothermal production, hydrogen development, carbon capture utilization and storage, produced water management, liquefied natural gas opportunities, low-carbon venture capital investments and strategic export opportunities to enhance the ultimate value of our production, among others. In 2022, we invested in a long-term LNG export partnership that creates additional pricing diversification for our natural gas portfolio and sustainable, capital-efficient returns for our shareholders. It also provides a much-needed source of additional supply to the global LNG marketplace. In 2023, Devon announced a strategic investment in Fervo Energy, a leader in next-generation geothermal technology. Fervo employs horizontal drilling, multi-stage well completion, and distributed fiber optic sensing to geothermal reservoir development. Given the synergies in operational practice and core competencies, this partnership underscores Devon's commitment to creating value in the transition to an ever-cleaner energy economy.

As a result of our organizational efforts, environmental objectives and targets are considered in capital allocation decisions, corporate and business unit planning, and team strategies to operationalize emissions reductions into the way we do business.

Our environmental philosophy



Reduce emissions



Protect biodiversity



Prevent pollution



Mitigate risk



Conserve water



Track progress



Overview continued

Devon's environmental performance targets

We're improving how we produce and deliver the oil and natural gas the world needs

NET ZERO

GHG emissions for Scope 1 and 2 by 2050

50%

Reduction in GHG emissions intensity for Scope 1 and 2 by 2030

65%

Reduction in methane emissions intensity by 2030

0.5%

Or lower flaring intensity by 2025

ELIMINATE

Routine flaring as defined by the World Bank by 2030

90%

Or higher non-freshwater usage for completions in our most active Delaware Basin operating areas

ENGAGE

Value chain in assessments of performance in key ESG areas by 2023

Operations buy-in

The EHS Council, made up of Devon business unit and operations leaders, helps protect our social license to operate and advance our culture of environmental stewardship. The council sets environmental strategy and goals, tracks performance and evaluates the effectiveness of our environmental policies, protocols and practices. To continuously improve our performance, the group reviews environmental incidents and near misses, develops corrective actions as needed and shares best practices across Devon. Council members hold regular discussions with field production leaders to update them on rapidly evolving stakeholder expectations about climate change and environmental performance.

The Devon EHS Management System, developed by the council, includes an environmental management element to drive program improvements and assessments. Our environmental professionals work closely with Devon leaders to promote and implement environmentally sound operations that comply with applicable laws, regulations and company policies. Based on its assessment of Devon's progress on the elements of our management system, the council is focusing on the asset integrity element in 2023 to enhance our overall environmental performance.

To position Devon for long-term success, the council reviews emerging EHS and ESG issues, as well as proposed laws and regulations and their potential financial, operational and reputational impact on the company.

The council drives industry-leading environmental performance by developing environmental goals that are approved by the board as part of our executive compensation formula. In 2022, we set goals to reduce flaring intensity and build out our enhanced leak detection and repair (LDAR) program. We surpassed our goal to reduce the amount of gas flared to 0.75% of gross natural gas produced by achieving a flaring intensity of 0.46%,

excluding the recently acquired RimRock and Validus assets. Including our newly acquired assets, we achieved a flaring intensity of 0.51%, still outperforming our goal. In addition, we conducted optical gas imaging surveys at 93% of our facilities and surveyed 100% of production facilities with aircraft flyovers at least twice during the year. We also installed continuous or near-continuous emissions detection and monitoring equipment on 31% of our production.

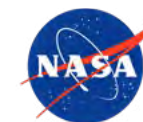
In 2023, we're maintaining our standalone emissions reduction goal for the second straight year. This year's

two-part compensation goal includes a reduction in our GHG emissions intensity and a reduction in our methane emissions detection rate. Together, these goals account for 15% of the company's 2023 performance scorecard and are in response to stakeholder requests to tie Devon's compensation directly to our targets. Our corporate goals and medium- and long-term goals challenge Devon to improve our environmental performance and hold us accountable for producing oil and natural gas in an environmentally responsible way.

Collaborations for progress

Our corporate value to build relationships is vital to improving our environmental performance. We engage with a variety of stakeholders to understand their perspectives on climate change, water use, seismicity, spills and other environmental issues. Devon teams up with industry trade associations, environmental nonprofit organizations, academic partners and innovative businesses to develop solutions. We remain committed to listening, collaborating, increasing transparency and doing our part to protect the environment.

- Oil and Gas Methane Partnership 2.0
- GTI Veritas
- The Environmental Partnership
- The New Mexico Produced Water Research Consortium
- Stanford Center for Induced and Triggered Seismicity
- Energy Water Initiative
- U.S. Environmental Protection Agency
- U.S. Bureau of Land Management
- Mandan, Hidatsa and Arikara (MHA) Nation
- Columbia Center on Global Energy Policy
- Bipartisan Policy Center
- And others



Overview

continued

Environment Performance Metrics¹

**Unless otherwise noted, all data presented is pro forma (Devon + WPX) for U.S. operated assets.*

	2020	2021	2022
Direct GHG Emissions (Scope 1) (million tonnes CO ₂ e) ²	4.98	3.95✓	4.59✓
By Constituent			
Carbon Dioxide (million tonnes CO ₂ e)	4.36	3.44	4.07✓
Methane (million tonnes CO ₂ e)	0.62	0.51	0.52✓
Nitrous Oxide (million tonnes CO ₂ e)	0.003	0.002	0.002✓
By Source			
Flaring/Venting (million tonnes CO ₂ e)	2.99	2.32	1.88
Combustion (million tonnes CO ₂ e)	1.95	1.60	2.69
Other (million tonnes CO ₂ e)	0.04	0.03	0.02
Indirect GHG Emissions from Electricity Use (Scope 2 location-based) (million tonnes CO ₂ e) ³	0.32	0.34✓	0.39✓
Direct and Indirect GHG Emissions (Scope 1 and Scope 2 location-based) (million tonnes CO ₂ e) ^{2,3}	5.31	4.29	4.98✓
Scope 1 and 2 GHG emissions and methane emissions increased in 2022 compared to 2021, primarily driven by the acquisition of RimRock and Validus, as well as an uptick in combustion-related emissions.			
Direct GHG Emissions Intensity (Scope 1) (tCO ₂ e/MBoe) ²	18.19	14.22	15.29✓
Direct and Indirect GHG Emissions Intensity (Scope 1 and Scope 2 location-based) (tCO ₂ e/MBoe) ²	19.36	15.44	16.58✓
Indirect GHG Emissions from Use of Sold Products (Scope 3) (million tonnes CO ₂ e) ^{4,5}	49	84	90
We report indirect emissions from the use of sold products on an equity basis from sources not owned or controlled by Devon; however, it is important to note that Scope 3 emissions estimates are subject to uncertainty, inconsistency and duplication as further described in the Air Emissions section of this report. 2020 estimated Scope 3 emissions are legacy Devon only, while 2021 and 2022 reflects pro-forma Devon + WPX.			
Methane Emissions Intensity (Scope 1) (tCO ₂ e/MBoe) ²	2.28	1.84	1.72✓
Methane Emissions Intensity - Production Segment (Scope 1) (% of natural gas produced) ⁶	0.23%	0.20%	0.19%
Flared Volume (Bcf)	12.3	6.4	3.8
Flaring Intensity (% of natural gas produced) ⁷	1.43%	0.93%	0.51%✓
Energy Used - Fuel and Electricity Use (trillion BTU) ³	31.36	27.18	43.03

	2020	2021	2022
Water Usage (million Bbl) ⁸	98	116	126
Recycled (million Bbl)	37	61	72
Sourced (million Bbl)	61	54	54
Fresh (million Bbl) – Newly Reported in 2022	—	—	9
Water Usage Intensity (Bbl/Boe produced) ⁸	0.32	0.42	0.44
Water Usage Intensity (million Bbl/well completion) ⁸	0.29	0.37	0.35
Water Recycle Rate (recycled water Bbl/water usage Bbl) ⁸	38%	53%	57%
Devon’s total water use for completions activities varies with activity levels, targeted formations and lateral lengths, and includes fresh, non-fresh and recycled water volumes. We seek alternatives to freshwater supplies, where possible.			
Reportable Spill Events Released to the Environment (events)	246	280	413
Reportable Spill Volumes Released to the Environment (barrels)	4,042	5,705	10,858

[EXCEL DOWNLOAD](#)

¹ The environment metrics have been calculated using the best available data at the time of publication. Historical metrics are subject to change as we continuously seek to improve our data management practices, data sources and calculation methodologies in order to provide the highest level of transparency, consistency and accuracy. We report environment metrics on an operated basis, unless otherwise noted.

² We include all reportable emissions under EPA’s Greenhouse Gas Reporting Program (GHGRP) for Devon operated facilities, as well as non-reportable emissions from our production assets and, beginning in reporting year 2019, gathering and boosting assets. We calculate emissions intensities using gross production as reported under the EPA GHGRP for all reporting segments. Prior year data has been revised to include an additional category of emissions that was not previously reported.

³ We calculate our Indirect GHG Emissions from Electricity Use (Scope 2) on a location-based methodology using EPA fuel and electricity emissions factors.

⁴ We report indirect emissions from the use of sold products (Scope 3) on an equity basis from sources not owned or controlled by Devon. To estimate our Scope 3 emissions, we rely upon IPIECA’s 2016 guidance document Estimating Petroleum Industry Value Chain (Scope 3) Greenhouse Gas Emissions. Per the IPIECA guidance, we report category 11 “Use of Sold Products” by calculating combustion emissions for our oil, natural gas and marketed natural gas liquids products using emissions factors obtained from the EPA and net equity production reported in Devon’s 2022 Annual Report on Form 10-K.

⁵ Performance is limited to legacy Devon performance only in 2020 and pro-forma Devon + WPX in 2021 and 2022, using net equity production reported in Devon’s 2022 Annual Report on Form 10-K for all three years.

⁶ Our methane emissions intensity rate calculation includes all natural gas produced at Devon operated facilities and all methane emissions from Devon operated facilities associated with the production of oil and natural gas.

[Click here to see Devon’s calculation methodology for methane emissions intensity](#)

⁷ Our flaring intensity rate calculation includes high-pressure flared volumes associated with the production of oil and natural gas.

⁸ Our water usage includes all water sources used in completions activities at facilities operated by Devon in 2022.

✓ ERM CVS provided limited assurance in relation to Devon’s Total Scope 1 GHG emissions and Total Scope 2 GHG emissions (location-based method) for the reporting period January 1, 2021 to December 31, 2021. **Due to subsequent revision of 2021 GHG emissions data owing to calculation refinements that are more representative of some aspects of our operations by including an additional category of emissions, ERM CVS has reassured the revised data for reporting year 2021. For reporting period January 1, 2022 to December 31, 2022, we expanded the scope of the limited assurance to include individual GHG constituents (i.e., carbon dioxide, methane and nitrous oxide), GHG emissions intensity, methane emissions intensity and flaring intensity.**

[Basis of Reporting GHG Emissions](#)
[Independent Assurance Statement](#)



Overview continued

Taking action to measure, report and mitigate methane emissions

Achieving meaningful reductions in methane emissions is a central component of Devon’s broader emissions reduction strategy. We are taking action to measure, report and mitigate methane emissions in a trusted and transparent way.

We are undergoing independent third-party verification of our Scope 1 and Scope 2 location-based GHG emissions data, including methane emissions. We are evaluating, testing and deploying innovative methane detection technologies, as well as participating in industry-leading methane measurement and reporting initiatives.

Independently verifying our reported GHG emissions data

To bolster the credibility of Devon’s emissions reporting which informs the basis of our emissions reduction targets, Devon engaged ERM CVS to conduct independent third-party limited assurance of our Scope 1 and Scope 2 location-based GHG emissions data, which includes methane, for the reporting year (RY) 2022. In RY2022, we expanded the scope of the limited assurance to include individual GHG constituents (i.e., carbon dioxide, methane and nitrous oxide), GHG emissions intensity, methane emissions intensity and flaring intensity.

Evaluating, testing and deploying advanced methane monitoring technologies

Advanced methane detection and quantification technologies are evolving rapidly. Devon has a cross-functional team that evaluates emerging technologies that have the potential to be more effective at finding leaks over broader areas, allowing for faster detection and mitigation. The team is investigating advanced optical gas imaging (OGI) cameras, sensor-, camera- and laser-based continuous and near-continuous monitoring, and fixed-wing aircraft flyovers.

Devon’s emissions monitoring test facility in the Anadarko Basin, near our corporate headquarters, plays an important role in

identifying which innovative technologies are viable candidates to incorporate more broadly across Devon’s various operating areas.

In 2022, we enhanced our leak detection and repair program by:

- Surveying 93% of production facilities with OGI cameras at least once during the year (with some facilities surveyed more than once)
- Surveying 100% of production facilities with aircraft flyovers at least twice during the year, and
- Installing continuous emissions monitoring on 31% of our production

We are committed to continued development and refinement of our LDAR program. In 2023, we aim to achieve a reduction in our methane emission detection rate across our operations.

Building on our progress

As Devon continues to evaluate, test and deploy innovative methane detection technologies, we are developing best practices to operationalize the new data derived from these technologies and integrate the data and lessons learned into our business.

For example, our semi-annual flyover campaign detects, locates and quantifies methane emissions throughout our operations. Devon analyzes the data generated by the campaign to determine whether the identified emission event occurred on a Devon location, the duration of the emission event and whether it is still occurring, and the type of response and repair necessary to mitigate the emission event. We’ve automated the process to manage the response and maintenance process in our enterprise software from the time we receive the data until the repairs are confirmed and the issue is resolved.

For continuous and near-continuous monitoring deployment, we developed a standard operating procedure (SOP) to drive efficient,

Devon’s Methane Detection Test Facility

Nine different technologies are being tested

Local Sensors

Continuous (24/7), localized detection with quantification

1 2 3 4

2-8 scans/day, localized detection with quantification

5

Visual Imaging

Continuous (24/7), localized detection with quantification

6

Continuous daylight visualization with quantification

7

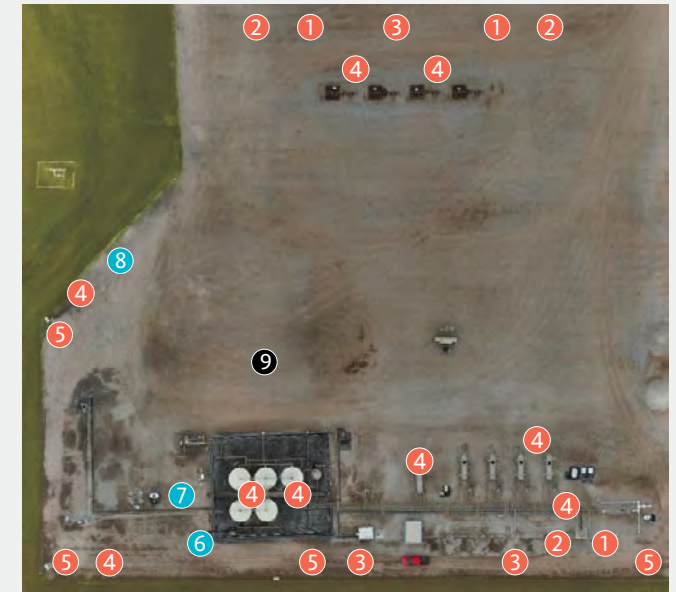
Continuous (24/7), visualization without quantification

8

Aerial Flyovers

Non-continuous, localized detection with quantifications

9



effective deployment and response across our operations. The SOP guides Devon facilities in completing a leak survey prior to installing methane monitors, placing and installing monitors, establishing a methane baseline rate and handling monitor alerts and alarms.

Collaborating with industry to develop methane measurement and reporting methodologies

Working with leading companies that share our commitment to reducing methane emissions is critical for Devon and the broader industry as we seek to develop trusted methodologies for reporting methane emissions, incorporating the types of technologies that Devon and others in the industry are evaluating, testing and deploying.

GTI Veritas

Devon is a founding sponsor of Veritas, a GTI Energy Methane Emissions Measurement and Verification Initiative. Veritas is the first-ever standardized, science-based, technology neutral, measurement-informed approach to calculating and reporting methane emissions along the natural gas supply chain from production all the way to distribution.

As a founding sponsor, we are working with GTI Energy to develop and test the protocols in a transparent process together with

technical experts, leading academics, environmental NGOs and companies. Once completed, the widespread adoption of the Veritas protocols across industry ensures that there is a consistent and transparent methodology for companies to calculate and report methane emissions. It also provides a standardized way of evaluating methane emissions monitoring and mitigation technologies.

Oil and Gas Methane Partnership 2.0

In 2022, Devon joined the Oil and Gas Methane Partnership 2.0 (OGMP 2.0), a multistakeholder partnership to improve the accuracy and transparency of methane emissions reporting in the oil and gas sector. OGMP 2.0 is a voluntary, public-private partnership between the United Nations Environment Programme, the European Commission, the Environmental Defense Fund and over 80 oil and gas companies aimed at minimizing methane emissions from global oil and gas operations. Its work has helped to raise awareness of methane emissions and contributed to the growing priority of mitigation activities.

OGMP 2.0 is the only comprehensive measurement-based reporting framework covering all material sources of methane emissions from both operated and non-operated assets across all segments of the value chain.



Climate Change

Proactively addressing risks and opportunities

Devon is focused on producing reliable, affordable and accessible energy the world needs, while continuing to find ways to produce and deliver it more responsibly.

The world relies on oil and natural gas to power the basic systems of our daily lives – transportation, heating and cooling, lighting, manufacturing, agriculture, telecommunications and technology. Many of the products we use every day are made from plastics and compounds derived from oil and natural gas, which also fuel the machinery to manufacture these materials.

At Devon, we're proud to find and produce these valuable commodities and improve our way of life. Through the work our employees do every day, we contribute to local, state, national and global economies. We also recognize that the economic benefits of our industry must be balanced with care for the environment. Devon is focused on delivering strong returns to our shareholders while continuously improving our environmental performance, with specific emphasis on climate change.

In its 2022 outlook, the U.S. Energy Information Administration (EIA) projects that oil and natural gas will continue to be leading sources of energy worldwide for decades to come. For example, in the transportation sector, gasoline and diesel fuel will account for 74% of total consumption in 2050. Devon will continue to produce the oil and gas the world needs in a safe, environmentally responsible and ethical way, and disclose our results publicly. Earning our stakeholders' trust is important for the future of our business, so we'll continue to plan for the risks and opportunities ahead.

Assessing and reporting our climate change-related risks

Climate change-related risks receive formal and ongoing consideration in Devon's enterprise risk management process. The company regularly models numerous regional and macro-level scenarios – including acquisitions, divestitures and changes in regulations and market conditions – to test the strength of our portfolio and resources. Each year, the modeled scenarios inform the strategic decision-making of Devon's executive committee and board of directors that factors into Devon's long-range plan. We publicly report on climate-related risks and the results of our climate-related scenario analysis in our Climate Change Assessment Report (CCAR) in an effort to demonstrate our ongoing commitment to transparency.

Our 2023 CCAR, the fourth report in six years, was prepared by Devon with support from third-party consultants. Devon retained ICF to help assess the company's market risk and our oil and natural gas portfolio's resilience in the face of potential impacts of climate policy on oil, natural gas, and natural gas liquids (NGL) demand, production and prices, as well as basin-level exposure to potential physical risks from a rapidly changing climate. In order to evaluate the potential market risks to the company's portfolio from a possible carbon-constrained future, Devon evaluated pricing scenarios and model results from both ICF and the widely referenced International Energy Agency (IEA), including the IEA's 2022 World Energy Outlook (WEO) Net Zero Emissions by 2050 Scenario, which targets a 1.5°C stabilization in the rise in global average temperatures.

2023 CCAR

[LEARN MORE](#)

2023 CDP Climate Response

[LEARN MORE](#)

In order to evaluate the potential physical risks to the company's assets, Devon considered a representative set of climate projections for a range of climate and extreme weather hazards related to temperature, precipitation, drought and winter storms through the late-21st century. The climate projections were based on scenarios from the Intergovernmental Panel on Climate Change (IPCC).



Devon's approach to managing climate change risk

- Decrease the carbon intensity of our operations by reducing Scope 1 and Scope 2 location-based GHG emissions to net zero by 2050, prioritizing the reduction of flaring and methane emissions.
- Disclose our progress and strengthen governance practice around climate change risk.
- Evaluate opportunities to create value in the transition to ever-cleaner forms of energy with thoughtful capital allocation.



Climate Change continued

In addition, Devon retained ClimeCo to enhance the company's alignment to the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD), an international, multi-industry led initiative launched to develop recommendations for voluntary disclosure of climate-related risk. The 2023 CCAR includes additional metrics and disclosures corresponding to the TCFD's updated 2021 implementation guidance, demonstrating our support for the ongoing efforts of the TCFD.

The 2023 assessment determined that oil and natural gas will remain essential to meeting global energy demand, even in the carbon-constrained future scenarios. Additional conclusions included:

- Under base case scenarios, global demand for oil and natural gas grows until 2030 and then levels off while prices increase for the duration of the forecast period until 2050.
- Under carbon-constrained future scenarios, demand for oil and natural gas is substantially reduced. However, even in such carbon-constrained scenarios, oil and natural gas remain crucial to meeting global energy demand and North American oil and natural gas production plays a large role in meeting that demand.
- The assessment concludes that our assets are likely to be well positioned to remain profitable even in aggressive low-carbon scenarios. Furthermore, the changes in Devon's portfolio—the acquisitions of RimRock Oil and Validus Energy—have made the company more resilient in low oil and natural gas price scenarios.



Ambitious emissions reduction targets

In 2019, we set a methane intensity target of 0.28% or lower by 2025, and then beat the target level in 2020. In June 2021, we reinforced our commitment to proactively manage climate-related risks and opportunities by establishing additional environmental performance targets to limit GHG and methane emissions in our operations. These operational emissions performance targets are in line with leading industry practices and stakeholder priorities. These targets, endorsed by our board, are the following:

- Achieve net zero GHG emissions for Scopes 1 and 2 by 2050
- Reduce Scopes 1 and 2 GHG emissions intensity by 50% by 2030 (from a 2019 baseline)
- Reduce methane emissions intensity by 65% by 2030 (from a 2019 baseline)
- Achieve flaring intensity of 0.5% or lower by 2025 and eliminate routine flaring by 2030

As we strive to meet or beat these targets, Devon will continue to apply a wide range of advanced technologies and best practices, in tandem with increasing efficiencies, and is committed to providing transparent updates on our progress.

Devon closely monitors possible business impacts of climate change in the market and policy arenas, and we're prepared to adapt as needed. We're committed to ongoing dialogue with our board of directors, shareholders and other stakeholders about our climate change-related risks and opportunities. Our industry will play a pivotal role in delivering global energy for generations to come, and Devon is embracing change to be part of that future.



Air Emissions

Targets, technology and transparency

Devon's approach to reducing air emissions



Set targets to drive continuous performance improvements



Apply technology and best practices to reduce GHG and methane emissions at their source and to mitigate impacts



Increase transparency in alignment with TCFD recommendations, including disclosure of progress we are making toward our targets

Devon is committed to reducing the carbon intensity of our operations, evaluating new opportunities and transparently reporting our results. We're doing our part to be a responsible operator for the benefit of the environment, our employees and their families, our communities, our shareholders and our business—today and in the future.

Our long-standing commitment to reduce air emissions, particularly GHGs, is embedded in our culture through our Environment, Health and Safety (EHS) Philosophy and our core values to earn stakeholder trust, proactively manage risk and challenge ourselves to continuously improve. To reduce our impacts on the air and climate, we collaborate within and outside the company to implement technology, best practices and tools, and to generate new ideas and innovate.

Reducing the carbon intensity of our operations starts with proactively controlling and reducing air emissions from our operations. Devon focuses on reducing operational emissions of GHGs such as carbon dioxide (CO₂) and methane, as well as volatile organic compounds (VOC), nitrogen oxide (NO_x) and other gases, and reporting our results. In June 2021, we announced aggressive targets to lower the carbon intensity of our operations and outlined our approach to managing climate-related risks and opportunities in our Climate Change Assessment Report. We're taking these actions to lower our regulatory, market and reputational risk, but also because we believe protecting air quality aligns with our values and makes our business more sustainable.

Air emissions performance management

We invest in the latest equipment and deploy well-trained employees and contractors to carry out our emissions reduction programs. Our air quality program supports efficient, effective work by defining responsibilities and requirements for communications, compliance, recordkeeping and training.

Because emissions programs and results are critical to Devon's overall performance, we're organized to drive progress. Our Environmental, Social and Governance (ESG) Steering Committee monitors our air emissions performance in the context of the evolving regulatory, legal and stakeholder landscape. It also advises our senior leaders on issues for consideration in enterprise risk management, stakeholder engagement, and regulatory and legal compliance.

Our vice president of ESG and EHS serves on both the ESG Steering Committee and the cross-functional EHS Council, providing continuity and alignment while elevating our companywide focus on ESG performance, including air emissions. To implement Devon's emissions reduction strategy effectively, the EHS Council sets the strategy in close coordination with the vice president for ESG and EHS, the ESG Steering Committee and senior leaders. In early 2022, we established our ESG team, led by the new role of ESG manager, to provide advisory support across Devon to help achieve our ESG and sustainability-related objectives and goals.

In addition, our ESG team closely monitors regulatory and legislative developments to understand the potential impacts to our operations and environmental performance. For example, we are closely monitoring the development and finalization of the EPA's methane regulations, which we anticipate will result in continued emissions reduction for Devon and the broader industry.

Investing in these resources reinforces the critical importance of meeting our targets and shows the level of leadership buy-in to continue our progress. It has also encouraged and enabled our business units to take ownership and operationalize their goals. Business units are devoting capital and resources to mitigate emissions, evaluate and enhance facility designs, and learn about the new technologies we may use to achieve Devon's emissions goals.

Managing air permitting compliance

Compliance with all applicable federal and state environmental laws and regulations is central to our EHS Philosophy and the Devon Code of Business Conduct and Ethics. Our compliance process guides employees on meeting Devon's air permitting requirements in our operating areas, aided by a web-enabled database that quickly distributes requirements for new and modified air permits to the people directly responsible for compliance.

Devon facilities and equipment may at times emit VOCs, NO_x and other gases that are subject to state and federal emissions authorization permits and limits. We pursue full compliance by clearly communicating requirements to our operating facilities. Some facilities are subject to annual emissions inventories, which we submit to the appropriate regulatory agencies. The information is publicly available in states where these inventories are required. If compliance issues arise, we work expeditiously and constructively with regulators to address them. We'll continue to proactively look beyond compliance to further reduce our air emissions.

Air Emissions continued

Greenhouse gas emissions methodology

Devon reports GHG emissions from fuel combustion, flaring, fugitive emissions, venting and storage tank losses (Scope 1) and electricity consumption (location-based Scope 2) for assets under our operational control. We collect data on GHGs (carbon dioxide (CO₂), methane and nitrous oxide) and submit annual GHG emissions according to the requirements of the U.S. Environmental Protection Agency (EPA) Greenhouse Gas Reporting Program.

We also report indirect emissions from the use of sold products (Scope 3) on an equity basis from sources not

owned or controlled by Devon. Scope 3 GHG emissions include indirect emissions from the consumption and use of Devon’s crude oil and natural gas production.

To estimate our Scope 3 emissions, Devon relies on IPIECA’s 2016 guidance document, Estimating Petroleum Industry Value Chain (Scope 3) Greenhouse Gas Emissions. According to this guidance, category 11, “Use of Sold Products,” is generally the largest contributor of Scope 3 emissions for a fuel-producing company and can account for more than 80% of a company’s total Scope 3 emissions. We report “Use of Sold Products” by calculating combustion emissions for our oil, natural gas and marketed natural gas liquids products.

It is important to note that Scope 3 emissions estimates are subject to uncertainty, inconsistency and duplication due to the reporting of assets outside the control of the reporting company and various reporting methodologies. In addition, two or more companies will account for the same emissions within their Scope 1, 2 or 3 emission inventories (as further described in the IPIECA guidance document).

As an exploration and production company, Devon has no direct control over how the raw materials we produce and sell are ultimately consumed. For this reason, we are committed to and focused on Scope 1 and Scope 2 location-based emissions for assets under our control, where we can most directly and meaningfully effect emissions reductions. We will continue to evaluate ways in which we can reduce value chain emissions and engage constructively with stakeholders upstream and downstream of our production operations.

How we calculate our GHG and methane emissions intensity rates

We calculate our direct (Scope 1) GHG and methane emissions by including all emissions reported to the EPA pursuant to the Greenhouse Gas Reporting Program (GHGRP) for production and gathering and boosting assets under our operational control, as well as emissions subject to the GHGRP that fall below the basin-level reporting threshold.

GHG Emissions Intensity

=

SCOPE 1 & SCOPE 2 LOCATION-BASED GHG EMISSIONS (tonnes CO₂e)

GROSS OPERATED PRODUCTION AS REPORTED TO THE EPA (MBoe)

Our baseline recalculation methodology

Devon’s commitment to reduce our Scope 1 and Scope 2 location-based GHG emissions intensity by 50% and methane emissions intensity by 65% by 2030 will be calculated from a 2019 baseline.

This baseline serves as a hypothetical reference point for what the emissions intensity would have been in the absence of emissions reduction efforts over time. To comparably track progress toward the targets, adjustments to the emissions baseline may be necessary to reflect structural, organizational or reporting changes that may occur over time. For example, an acquisition or divestiture could significantly impact our emissions performance and impair comparability from the emissions baseline.

We relied upon guidance from the Greenhouse Gas Protocol and IPIECA in establishing our baseline recalculation methodology. Our baseline will be adjusted if impacted by one or more trigger events

We calculate our indirect (location-based Scope 2) GHG emissions for electricity consumption using EPA fuel and electricity emissions factors for assets under our operational control.

Methane Emissions Intensity

=

METHANE EMISSIONS (tonnes CO₂e)

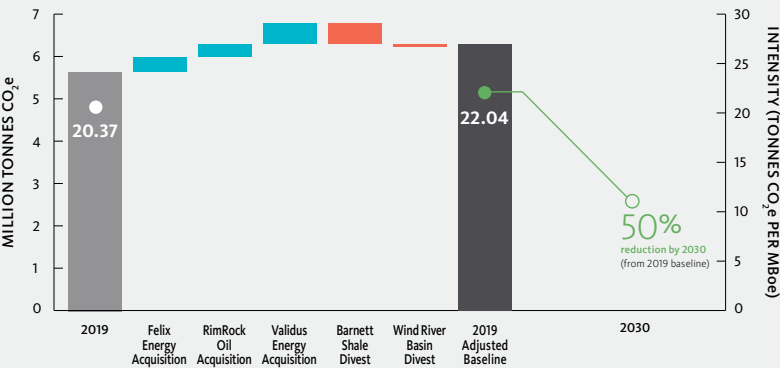
GROSS OPERATED PRODUCTION AS REPORTED TO THE EPA (MBoe)

that result in a change to the emissions baseline of 5% or higher on an absolute or intensity basis. Trigger events include structural changes; source ownership or control changes; changes to reporting boundaries, quantification methodologies or data improvements; or discovery of errors.

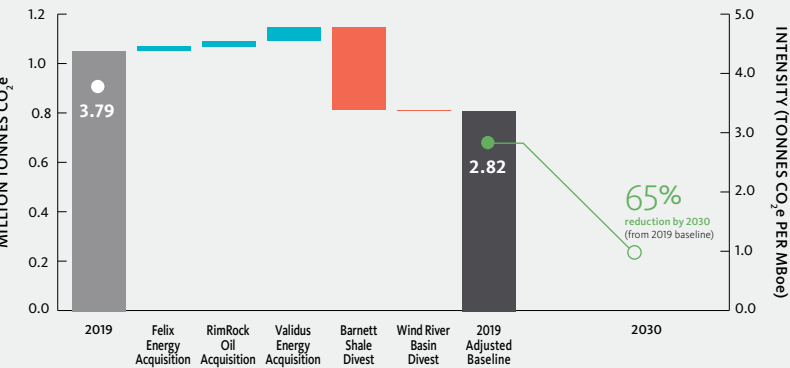
Our 2019 baseline has been recalculated to reflect the acquisition of Felix Energy in 2020, divestiture of the Barnett Shale in 2020, divestiture of the Wind River Basin in 2021, acquisition of RimRock Oil in 2022 and acquisition of Validus Energy in 2022.

We believe our recalculation methodology affirms our commitment to structurally drive down emissions, rather than divesting assets as a means to achieve our ambitious emissions reduction targets. We are committed to the ongoing review and assessment of the appropriateness of our emission reduction target levels and will adjust as needed.

GHG Emissions



Methane Emissions



Note: Reporting years 2019, 2020 and 2021 have been updated to include an additional category of emissions that was not previously calculated and reported until 2022.



Air Emissions continued

Addressing our primary emissions sources

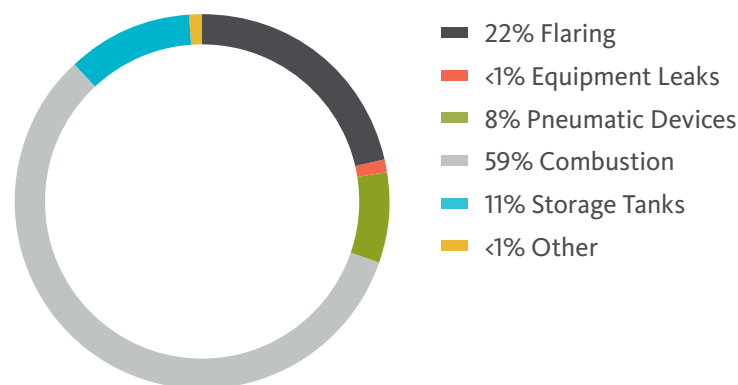
Our continuous improvement culture led Devon to develop a detailed understanding of where our emissions come from. This made it possible to address our air emissions at the primary sources through a variety of effective mitigation strategies:

- Reducing flaring across our entire portfolio of producing assets
- Expanding and enhancing our leak detection and repair program to find and fix equipment leaks
- Transitioning to air-driven pneumatic controllers
- Cutting combustion from drilling, completions and production by increasing the use of engines powered by electricity and alternative fuels
- Minimizing venting and flaring from storage tanks

We evaluate emissions detection and quantification technologies on an ongoing basis and collaborate with industry, environmental groups and agency partners on emissions reduction strategies.

2022 GHG Emissions by Source

(Scope 1) (million tonnes CO₂e)



Flaring: Continuing reductions

Flaring of natural gas – a controlled ignition process for eliminating methane and VOC emissions – is necessary for safe operations in various phases of the oil and natural gas production process. Devon strives to avoid entirely the venting of raw gas and to limit flaring to the extent possible at all locations. Reducing flaring is a priority in our broader emissions reduction strategy because we want to protect the environment and capture as much natural gas as possible for its economic value, while also complying with laws, regulations and permits.

We continually evaluate and optimize our facilities, including installing reliable pressure-relief valves to minimize tank releases and vapor recovery equipment to capture flash gas emissions and route them to a pipeline. Devon also uses “green completions” to capture produced natural gas following hydraulic fracturing. Where flaring is unavoidable, we install pilot monitoring equipment to help ensure the gas is properly combusted.

By prioritizing flaring reductions and employing best practices, we have meaningfully improved our flaring performance across the company.

For example, in 2019, the Cotton Draw field accounted for most of Devon’s flared gas volumes in our Delaware Basin operations of New Mexico. Upon investigation, we identified insufficient takeaway capacity or midstream constraints as the primary driver of flaring in the basin. To drive down these upset conditions, Devon took ownership of the associated midstream gas compression equipment. We made operational refinements, upgraded compressors, adjusted the flow rates of some wells and shut-in others. We also made a multi-year commitment to our Cotton Draw Midstream partnership, agreeing to contribute our existing gas gathering and compression infrastructure in an area of mutual interest. As a result, flared volumes in the Delaware Basin of New Mexico and Texas declined from about 4% in 2019 to 0.4% in 2022.

After seeing significant performance improvement in late 2019 and 2020, we continued making progress in meaningfully reducing our flared volumes in each of our operating areas in 2021 and 2022. We established a two-pronged approach to continue improving our flaring performance across the company – targeting a flaring intensity of 0.5% of gross natural gas produced by 2025 and eliminating routine flaring, as defined by the World Bank, by 2030. We plan to drive further improvements across our operating areas by continuing to employ best practices that have proven to be effective for reducing flared volumes and minimizing emissions. They include implementing a flare management program; continuous gas capture planning and collaboration with midstream partners; enhancing separation and compression reliability; choke management; pigging lines; and optimizing combustion. As a result, our company-wide flaring intensity improved from 2.2% in 2019 to 0.5% in 2022 – an improvement of nearly 80%.

We’re also sharing our best practices with trade association partners because we believe it’s crucial that we work together to reduce flaring and air emissions across the industry. Devon is a founding member and current steering committee member of The Environmental Partnership, a voluntary coalition of oil and natural gas companies operating across the U.S. seeking to reduce air emissions. Devon chaired development of the partnership’s Flare Management Program launched in 2020. As part of the program, companies share best practices to reduce flaring, encourage beneficial use of associated gas, and improve flare reliability and efficiency when flaring does occur.

Devon will continue to look at a broad spectrum of opportunities to reduce flaring and related emissions to not only meet our own targets, but continue improving performance across the industry.

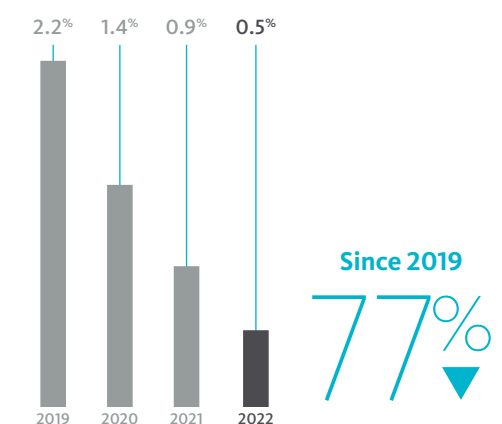


Devon’s best practices for reducing flared volumes and minimizing emissions

- Flare management program
- Continuous gas capture planning and collaboration with midstream partners
- Enhancing separation and compression reliability
- Choke management
- Pigging lines
- Optimizing combustion
- Sharing best practices with our trade association partners to collectively reduce flaring and air emissions across the industry

Flaring Intensity

(% of natural gas produced)





Air Emissions continued

Equipment leaks: Effectively reducing methane emissions over time

Methane emissions detection technologies are evolving rapidly and are a central component of Devon's broader emissions reduction strategy.

Using optical gas imaging (OGI) cameras to detect leaks has been one of Devon's primary emissions mitigation tactics since 2014. Our leak detection and repair (LDAR) program has been effective at finding equipment leaks from piping components and associated equipment and was a major contributor to achieving our first methane intensity target well ahead of schedule.

Environmental operators in each operating area focus primarily on conducting LDAR surveys at our sites and then making sure repairs are successful. We analyze the repair data to help us focus on reducing the number and frequency of leaks. If we pinpoint certain components or equipment that have repeat leaks, we consider replacing them on a field-wide basis. This approach led us to install thief hatches that have a lower leak rate and focus on specific equipment failures and settings. It also enabled us to improve flare maintenance and verify performance of vapor recovery units (VRU).

To help meet the regulatory requirements for LDAR inspections, our environmental and operations teams developed a mobile app to capture, enter, track and document LDAR survey findings. The app automatically syncs any needed repairs, all of which are required for compliance. This has resulted in a more efficient, consistent and systematic LDAR program.

We continue to learn from the LDAR data we collect and then refine best practices in facility design, equipment improvements and preventive maintenance to further reduce emissions from our facilities. For example, we conduct engineering and pre-startup reviews of facilities and take other steps to help verify design and proper installation of closed-vent systems and control devices.

To further reduce emissions from equipment leaks, we're expanding and enhancing our LDAR program. In 2022, we continued building our program by:

- Surveying 93% of production facilities with OGI cameras at least once during the year (with some facilities surveyed more than once)
- Surveying 100% of production facilities with aircraft flyovers at least twice during the year, and
- Installing continuous emissions monitoring on 31% of our production

Devon has a cross-functional team that evaluates advanced methane detection technologies that have the potential to be effective at not only finding leaks more timely and over broader areas, but also assessing the magnitude of the leaks, allowing for faster detection, mitigation and quantification. We are investigating opportunities for advanced OGI, continuous on-site monitoring, and remote detection using facility flyovers and satellites. We are testing multiple continuous, near-continuous and non-continuous technologies at our emissions monitoring test facility in the Anadarko Basin to inform which innovative technologies are viable candidates for deployment. Some of these technologies are being incorporated more broadly across Devon's operating areas.



Through this technology assessment, we've acquired significant know-how and data that we are applying to our methane emissions reduction program. We've created a continuous monitoring dashboard, automated the work order process for repairing detected leaks and developed a methane monitoring interim standard operating procedure (SOP). Using lessons learned and applying best practices will amplify the impact of our methane emissions technology choices.

We will continue to monitor the rapid evolution of the technology solutions on the market and identify the most promising technologies to test and deploy across our operating areas. Ultimately, we'll select the technologies with the best results that can help Devon reach our ambitious emissions reduction objectives and targets.



Air Emissions continued

To achieve our ambitious emissions reduction goals, we continue to pursue a wide range of proactive strategies and tactics to mitigate GHG and methane emissions.

- Building out Delaware Basin midstream assets to alleviate capacity constraints that exacerbate flaring
- Expanding our LDAR program
- Evaluating and deploying emissions detection and quantification technologies
- Installing remote surveillance technologies
- Installing air-driven pneumatic pumps and controllers in our production operations
- Increasingly replacing diesel engines with dual-fuel or electric engines
- Integrating renewable energy and battery storage into our power supply in the Delaware Basin
- Joining industry-leading methane reporting frameworks, such as OGMP 2.0 and GTI Veritas
- Collaborating with industry, nonprofits and government agencies
- Improving our data precision and reporting methodologies



United Nations member states adopted 17 Sustainable Development Goals in 2015. At Devon, we value our partnerships with public and nonprofit entities as we pursue our goal to be a responsible operator. We count on strong partnerships to deliver on our commitments and contribute positively to the development of the communities where we operate, as well as share research and knowledge to help advance best practices in the energy sector.



Pneumatic devices: Eliminating natural gas-driven devices
Eliminating gas-driven pneumatic devices is part of Devon’s strategy to reduce our air emissions. We replaced high-bleed natural gas pneumatic controllers on hundreds of well sites in Wyoming, Oklahoma, New Mexico and Texas, and we no longer use them on new wells. In the Delaware Basin, legacy Devon has installed air-driven pneumatic pumps and controllers at nearly all new facilities since early 2019.

Combustion: Alternative fuels and power sources
Diesel motors powering drilling rigs and hydraulic fracturing operations can be a significant source of emissions. We’ve cut these emissions, reduced related noise and shrunk our operational footprint by replacing diesel-only engines with dual-fuel motors that run on diesel or compressed natural gas (CNG), liquefied natural gas (LNG), field gas or electricity. In 2022, about 35% of wells were drilled with rigs running on dual-fuel or electricity. This avoided an estimated 17,075 metric tonnes of CO₂ from 2.4 million gallons of diesel fuel.

Electrification will be a key part of our strategy to meet our net zero GHG emissions for Scopes 1 and 2 by 2050. We seek to plan effectively so we can get grid power to our locations before drilling rigs arrive. Devon is also looking to identify other types of equipment and practices we can power with electricity in the future to avoid using diesel fuel.

In the Delaware Basin, we’re piloting an effort to supplement highly dynamic power demand by bringing emissions-reducing renewable energy and battery storage into our power supply. This effort involves integrating a behind-the-meter 5-megawatt solar array into our operations near the Texas-New Mexico state line area. The array will produce power that displaces electricity that would have been purchased from the grid and delivered across state lines. Ultimately, we expect the data generated to help ensure the renewable energy is used efficiently, lowers costs and provides Devon a competitive advantage for future growth.

Storage tanks: Lowering venting and flaring
To reduce venting and flaring from oil and condensate storage tanks, we install vapor recovery towers (VRT) to maximize gas recovery and minimize the volume of tank vapors that need to be flared.

Devon standardized a low-emission storage tank design in the Delaware Basin following a successful pilot in 2021. The design further maximizes gas recovery and eliminates the need to flare tank vapors during normal operation. It also minimizes emissions through a reduction in the number of potential leak sources, as well as open thief hatches and other components that can lead to common equipment failures. We’re now expanding the low-emission storage tank design to all of our operations.

The Environmental Partnership: Collaborating to reduce emissions



Devon is a founding member and current steering committee member of The Environmental Partnership, a voluntary coalition of almost 100 oil and natural gas companies operating across the U.S. Formed in 2018, the partner companies commit to collaborating, learning about best practices and technologies, and taking action to improve the industry’s environmental performance.

Informed by EPA’s Greenhouse Gas Reporting Program data, the partnership provides six environmental performance programs that companies can implement, including LDAR and replacing, removing or retrofitting high-bleed pneumatic controllers. Devon chaired the development of the flare management program, which expands on the initiative’s core mission to assist in minimizing flaring.

National Petroleum Council: Collaborating to reduce GHG emissions across the natural gas value chain

U.S. Energy Secretary, Jennifer M. Granholm, requested the National Petroleum Council undertake a study to define pathways and prioritize options for GHG emissions reduction across the U.S. natural gas value chain, placing particular emphasis on those having the potential to contribute to the achievement of the Global Methane Pledge and U.S. emissions reduction targets. Devon is participating in this important study that underscores the prominent role the U.S. oil and natural gas system must play in achieving the critical and interdependent goals of energy security, energy access and climate progress. We recognize the importance of industry and government working together to lower the carbon intensity of the energy system.



Water Management

Conserve, reuse and recycle

Water is an essential resource for the health, social and economic well-being of our communities, as well as for Devon's operations. To be a good neighbor and an environmentally sound operator, Devon is committed to conserving freshwater and reusing water in our operations.

We require reliable access to water used or produced in our drilling and completions operations, and the ability to safely dispose of it. Our water management strategy seeks to balance environmental, economic, operational and social needs, and to mitigate physical risks associated with regional water stress. We have a track record for water conservation that goes back to recycling water in the Barnett Shale in north Texas starting in 2004. Since then, we've collaborated with government, industry and community stakeholders to find innovative ways to conserve water in our drilling and completions activities across the company.

Every gallon of produced, non-potable or recycled-brackish water Devon uses in our operations reduces our consumption of freshwater. We work to identify and develop alternative sources of water for operational activities and have invested significant capital to reduce our reliance on freshwater. Using less freshwater also reduces the amount of water for disposal, saves money, creates efficiencies and improves our ability to respond if water availability or disposal capacity is constrained. To conserve, we strive to use water that is not suitable for drinking and other public uses and, wherever possible, we use recycled produced water in our drilling and production activities. We take these actions because they're the right thing to do for the environment and our communities.

Local approach to water management

Water supplies are limited in some of Devon's operating areas. We conserve, reuse and recycle as much water as we can to mitigate the physical risks of water stress.

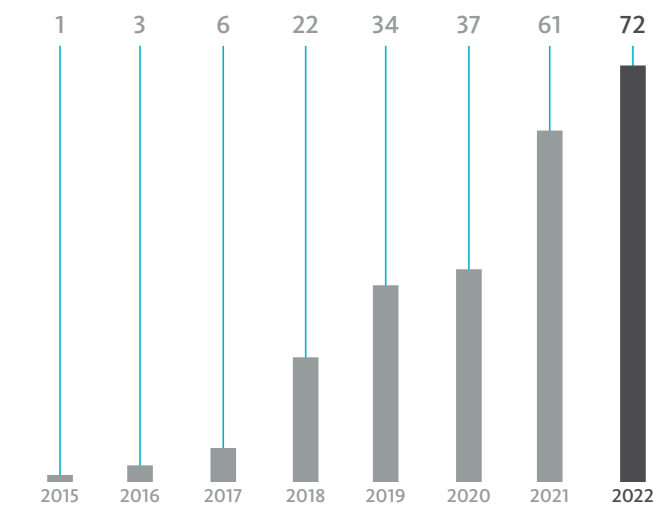
Water availability and disposal options are considerations in our enterprise risk management process and in our daily planning, along with other environmental, health and safety (EHS) risks. Devon's EHS Council, ESG team and subject matter experts monitor laws, regulations and stakeholder concerns related to water and keep our leadership team well informed on our risks and opportunities.

Guided by our EHS Philosophy, we use economically and operationally feasible alternatives to freshwater. To execute a sustainable water management strategy, Devon follows the water principles of stakeholder engagement, water management planning, technology evaluation and deployment, and best practices development.

Our business unit leaders and subject matter experts oversee our local water management activities, based on their deep understanding of local water issues, challenges and opportunities. As part of our local approach to water management, our teams consider the availability and quality of water, local ecosystems, habitats, regulations and other factors. Devon's water planning efforts also include evaluating the potential risks to our operations in each area, stakeholder needs and potential opportunities for our business. We update our water plans periodically to account for business needs and local environmental considerations.

Recycled Water Usage

(million Bbl)



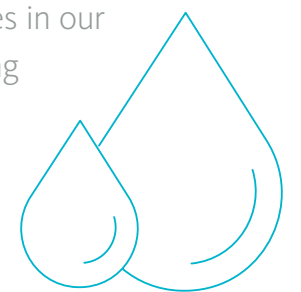
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Devon has reused over 250 million barrels of water from our water treatment facilities since 2015.

To enhance our water management capabilities, Devon stays abreast of new technologies and best practices, often through collaboration. We're an active participant in the New Mexico Produced Water Research Consortium and a founding member of the Energy Water Initiative. Devon continues to study, communicate and improve lifecycle water use and management together with other oil and natural gas companies that share our commitment to conservation.

As part of evaluating ways to diversify and complement our core business, we're looking at opportunities for produced water management and beneficial reuse of produced water.

We've taken our water conservation commitment a step further by setting a public target to use 90% or more non-freshwater for completions activities in our most active operating areas within the Delaware Basin.



Water Management continued

Reducing fresh water use in the Delaware Basin

As the first company to recycle flowback and produced water in natural gas wells in north Texas, Devon is an industry pioneer in recycling. We became one of the leading recyclers of treated produced water in New Mexico and led the effort to establish state rules to encourage the practice. Our recycling efforts are now concentrated in the New Mexico Delaware Basin, where we have our highest level of activity and water scarcity is an issue.

Devon uses freshwater in the Delaware Basin only for blending and only when we don’t have sufficient sources of recycled and brackish water.

Companywide, Devon’s total water consumption increased to 126 million barrels in 2022, up 9% from 2021. However, our water reuse rate continues to increase. We used 72 million barrels of recycled water in our operations in 2022, up 18% from 61 million barrels in 2021 - meaning that 56% of the water we used in our drilling and completions operations was reused water. Since 2015, Devon has reused over 250 million barrels of water from our water treatment facilities.

Impoundment basins we built in the Delaware Basin to store reusable water are integral to our operations and to saving water. The basins are connected by a local pipeline network that reduces the need to haul water away by truck. Taking water trucks off the road has the added benefit of reducing emissions and traffic safety hazards.

In addition, we’re looking for ways to reuse produced water that we don’t need for our operations. Through the New Mexico Produced Water Research Consortium, we’re exploring beneficial reuse opportunities, including technologies to desalinate produced water for uses outside of the oil and gas industry. In cases where we produce more water than we can use, cost-effective desalination could make the water suitable for aquifer recharge and other beneficial uses. This would require development of the regulatory framework for reusing desalinated produced water, which is why we continue to work with stakeholders to find water conservation solutions in New Mexico.

Total Water Usage by Operating Area			
(million Bbl)			
	2020	2021	2022
Delaware Basin	83	101	81
Eagle Ford	5	3	20
Anadarko Basin	1	11	15
Powder River Basin	7	2	6
Williston Basin	2	0	4
Total U.S.	98	116	126

Note: annual totals may not sum due to rounding.

Devon continues to implement our water management strategy to achieve our goal of using 90% or more non-freshwater for completions activities in our most active operating areas in the Delaware Basin. To be a good neighbor, we’ll also keep exploring ways to conserve freshwater and increase our use of brackish, flowback and produced water in all of our operating areas.

72 million barrels of recycled water used in 2022, an increase of 18% compared to 2021.

SUSTAINABLE DEVELOPMENT GOALS

United Nations member states adopted 17 Sustainable Development Goals in 2015.

Devon recognizes the importance of responsible water management in a world that faces drought conditions and water stress. Water is a local issue and Devon takes a local approach to water management, creating plans that consider water availability, quality, regulation and dependence on native ecosystems. We look for innovative water sources and methods to reduce usage. Through our Delaware Basin treatment facilities, we have reused over 250 million barrels of water since 2015. Devon is also exploring beneficial uses of produced water and technologies such as desalination to repurpose produced water for uses outside our industry — including potentially recharging aquifers.



2022 CDP Water Response

For more details on Devon’s water management program and water metrics

LEARN MORE





Land Conservation and Biodiversity

Preserving our shared landscapes

Devon is committed to leaving our work locations in the same or better condition than we found them by being good stewards of the land, wildlife and habitat. To protect biodiversity, we work to minimize our operational footprint and impacts to the landscape, wildlife and their habitats, and cultural and historical resources. We believe that our commitment to land conservation and biodiversity will foster strong relationships with government agencies, nongovernmental organizations, academia and other stakeholders.

We operate in prairies, grasslands, deserts and forested areas, and on federal, state, tribal and private lands. To preserve our shared landscapes for future generations, Devon's priority is to disrupt the land as little as possible and mitigate any impacts throughout the oil and gas production lifecycle. We also engage in activities to reclaim the lands we've disturbed when our work is complete.

Assessing the environment to avoid impacts

Devon's ecology experts complete an environmental assessment before we build a well pad to identify potential impacts to:

- Wetlands, streams and other waterbodies, including waters of the U.S.
- Protected species and their associated suitable habitat
- Public receptors
- Nearby floodplains
- Environmentally sensitive receptors

In addition to operational impacts, the direct drivers of the loss of biodiversity value associated with our operations include climate change, land use changes, pollution of the environment and the spread of invasive species. All of these drivers play a role in reducing the availability of suitable habitat for native species, and impact the richness and diversity of native species. Devon takes steps to mitigate these risks through our land conservation and biodiversity practices that address impacts to species richness and diversity, including habitat degradation and destruction associated with land use changes, and impacts of invasive species. Our Climate Change and Air Emissions sections address the broader climate change driver of habitat suitability and biodiversity loss. Additionally, preventing environmental pollution is addressed in our Waste Management and Spill Prevention sections.

Devon's Biodiversity Council develops and implements enterprise-wide standards that avoid, minimize or mitigate our ecological impact, and looks for opportunities to enhance biodiversity value of Devon-owned surface lands. The council and our biodiversity team work with our business units to integrate biodiversity improvements into our ongoing and future operations.

Devon's enterprise-wide Reclamation Standard that establishes minimum success criteria for all reclamation work went into effect in mid-2022. We track and assess our reclamation results with the goal of increasing native species diversity and richness in areas we once disturbed. In 2022, Devon reclaimed 87 well pad/access road locations occupying 299 acres across the enterprise. Of those locations, 18 sites occupying 96 acres met the requirements of the standard.

Additionally, Devon continues to pilot a project to determine the feasibility of conserving an acre of land for every acre of well pad and access road disturbance caused by Devon operations. As part of this effort, we're assessing the potential of some Devon-owned surface lands for use in mitigating disturbance, and for opportunities to preserve, restore or enhance biodiversity value.

Assessing potential impacts up front

Devon's Pre-Construction Environmental Protocol requires us to identify potential issues up front. Biodiversity management is integrated into our process for selecting the placement of our well pads, access roads and pipeline corridors. We start by completing a desktop environmental assessment in an area where we've staked out a well pad location. If we identify potential environmental impacts during the desktop review, we then conduct field surveys to facilitate our strategy to avoid, minimize and/or mitigate. These environmental assessments help identify sensitive environmental areas, such as threatened and endangered species habitats, wetlands and water bodies.

Newly listed Threatened and/or Endangered species can impact our operations, especially where a federal nexus exists related to the Endangered Species Act. Devon believes it's important to identify petitioned species listing early in a project for several reasons. First, early impact assessments can enhance our operational flexibility. Second, if we can timely address species listings, we can facilitate research that creates best available scientific data for the U.S. Fish and Wildlife Service (USFWS) to use in its listing decision. In 2022, the Devon IT team assigned to the Biodiversity Core Committee developed a system for early identification of potentially impactful petitions so they can be referred to our ecological staff for assessment. In 2023, we plan to explore funding of ecological research for select petitioned species to help provide robust best available scientific data for the USFWS to use in its listing decisions.

Reclamation success criteria

For a Devon location to be considered "reclaimed," it must meet our minimum success criteria, including:

- Preparing each location to facilitate native species seeding and limit erosion and sedimentation.
- Establishing vegetation on a location to at least 70% of background areal coverage.
- Seeding/planting to establish 60% native species areal coverage.

Our ecological experts track the progress of each reclamation and are responsible for determining when a location has met the minimum success criteria.

[RECLAMATION STANDARD](#)



Land Conservation and Biodiversity continued

In Wyoming's Powder River Basin, Devon has contracted wildlife biologists to conduct annual spring surveys for the multiple species of raptors that build their nests and raise their young in the areas that we operate. Devon environmental and planning professionals use the year-over-year information regarding nesting activity and history to inform well pad and access road placement. We regularly move well sites and access roads to avoid impacts to raptor nests and use the nesting history to help us plan our drill schedules to avoid activity in sensitive nesting areas during the spring months.



Ferruginous hawk (*Buteo regalis*)

Collaborative conservation efforts

Protecting the land involves building relationships with landowners, neighbors, industry groups, and state and federal agencies such as the U.S. Bureau of Land Management (BLM). Working with the BLM wildlife department in the New Mexico Delaware Basin, we created more permanent, quality nesting areas to further protect several species of birds and raptors in our areas of planned activity. Additionally, we worked with Cooks Branch Conservancy in Montgomery County, Texas, to waive our surface rights for development of oil and gas resources. In releasing our rights, we effectively protected the lands so that they could be added to the Cook's Branch Conservancy, a native pine forest and home to the endangered red-cockaded woodpecker, among other species. We're assessing other projects that would restore or enhance the biodiversity value of Devon-owned surface lands in Texas and Oklahoma.

Land stewardship projects

We've shared our love of the land with college students as a sponsor of the Wyoming Conservation Corps (WCC) and its hands-on land stewardship projects since 2007. The students spend ten days doing work that the BLM considers necessary but lacks the funds to complete, such as removing and rebuilding fencing, removing invasive vegetation and maintaining trails. Devon hosted our traditional volunteer day for students in 2022 with the Casper BLM office and will complete a WCC project with the Buffalo BLM Field Office in 2023.

Through a BLM partnership, Devon restored thousands of acres of land in the Wyoming Powder River Basin. We completed this program to plug and reclaim 370 idle coalbed methane natural gas wells and reclaim nearby roads in 2021. In 2022, we continued reclaiming structures related to coal bed methane wells, including two freshwater reservoirs. We intend to complete those reclamation projects in 2023 in accordance

Working on indigenous lands

Nearly all of our operations in North Dakota's Williston Basin are located on the Fort Berthold Indian Reservation that is home to the Mandan, Hidatsa and Arikara (MHA) Nation, also known as the Three Affiliated Tribes.

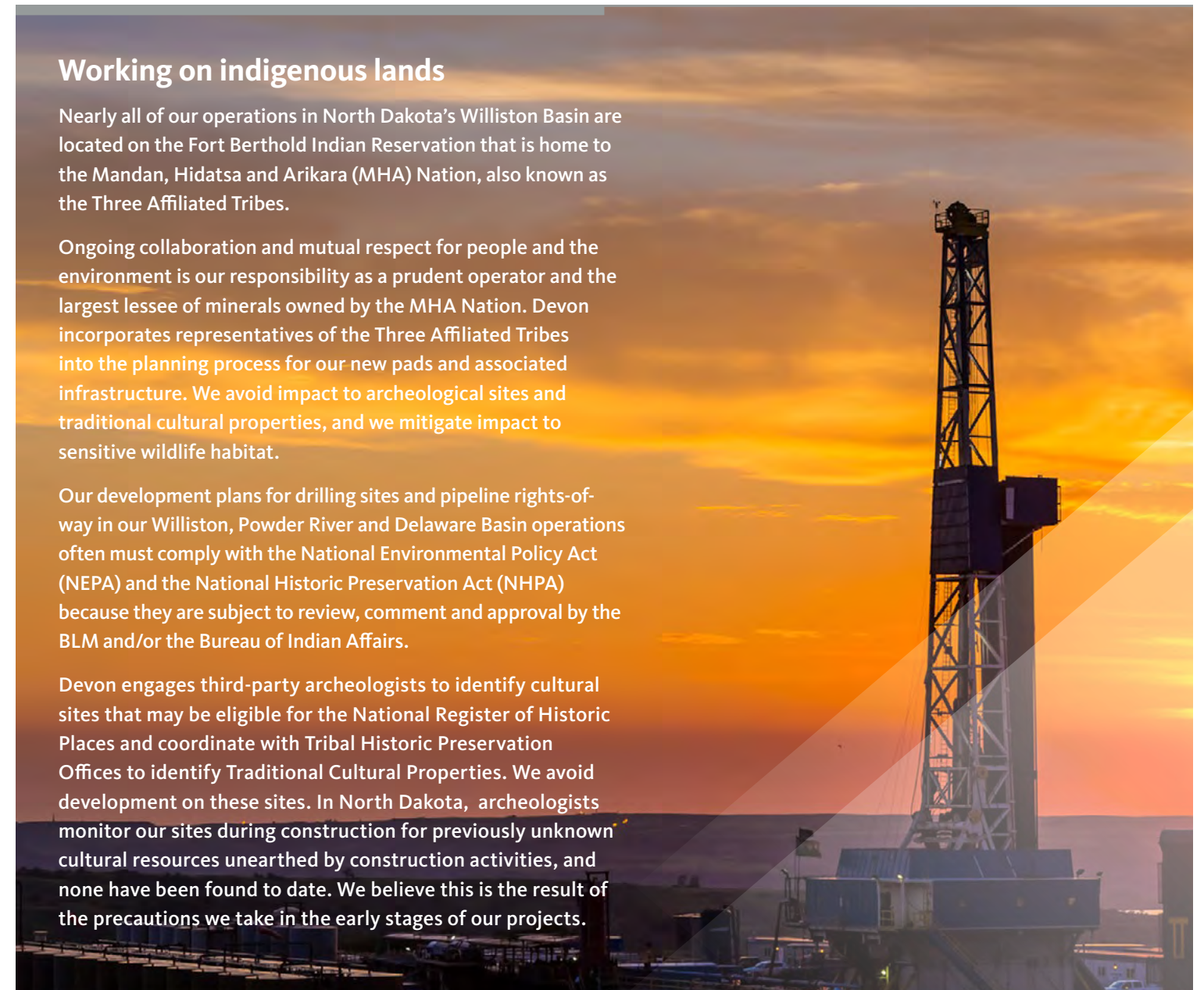
Ongoing collaboration and mutual respect for people and the environment is our responsibility as a prudent operator and the largest lessee of minerals owned by the MHA Nation. Devon incorporates representatives of the Three Affiliated Tribes into the planning process for our new pads and associated infrastructure. We avoid impact to archeological sites and traditional cultural properties, and we mitigate impact to sensitive wildlife habitat.

Our development plans for drilling sites and pipeline rights-of-way in our Williston, Powder River and Delaware Basin operations often must comply with the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) because they are subject to review, comment and approval by the BLM and/or the Bureau of Indian Affairs.

Devon engages third-party archeologists to identify cultural sites that may be eligible for the National Register of Historic Places and coordinate with Tribal Historic Preservation Offices to identify Traditional Cultural Properties. We avoid development on these sites. In North Dakota, archeologists monitor our sites during construction for previously unknown cultural resources unearthed by construction activities, and none have been found to date. We believe this is the result of the precautions we take in the early stages of our projects.

with Devon's Reclamation Standard. Devon continues to reach out to the BLM to help them plant trees, clean up trash and take on other land stewardship projects on federal lands.

The Public Lands Foundation recognized our leadership and vision with its Landscape Stewardship Certificate of Appreciation in 2019, making Devon the only oil and gas company to receive the award.



SUSTAINABLE DEVELOPMENT GOALS

United Nations member states adopted 17 Sustainable Development Goals in 2015.

Oil and gas development inherently requires consideration of the land at the surface level, and we aim to be responsible stewards of the prairies, grasslands, deserts and forested areas where we operate. Devon seeks to avoid or minimize ecosystem disturbances by completing multi-dimension, pre-construction environmental impact assessments; by applying our own avoid-minimize-mitigate strategy to limit direct habitat impact and fragmentation; and by initiating and supporting local conservation projects.





Waste Management

Responsible handling and disposal

Being an environmentally sound company requires responsibly handling the waste generated in our operations and offices. All Devon employees and contractors are responsible for managing waste, and we encourage them to minimize the waste they create, and reuse and recycle materials whenever possible.

Our work can generate waste designated as hazardous and non-hazardous from our drilling and production operations, as well as paper, packaging, bottles and other office waste. Devon maintains waste management plans in our operating areas to help ensure compliance with all applicable regulations and our own corporate policies.

Devon's waste management protocol clearly defines roles and responsibilities for our waste handling, shipping, disposal, training and minimization programs. We hold contractors responsible for managing the waste they generate and for complying with all applicable state and federal waste regulations.



Devon radiation safety officers conduct NORM surveys to ensure regulatory compliance.

For chemicals and other materials used or stored in our workplace, Safety Data Sheets (SDS) summarizing hazard information and disposal considerations are readily available. To reinforce our commitment to compliance, Devon employees and contractors receive job-specific training for waste management and chemicals used or stored in the workplace.

Oil and gas operations sometimes encounter waste containing naturally occurring radioactive material (NORM). Devon's NORM protocol helps us manage the material responsibly and within regulatory requirements. The protocol establishes conditions to address health and safety considerations of our employees, contractors and the environment, including guidelines to reduce potential exposure to NORM.

Devon provides NORM awareness training for any employee who works at a facility where NORM is present and specific training for employees who encounter NORM in the course of their work. We also provide radiation safety officer training for employees who take on the additional responsibilities of that role. Radiation safety officers provide technical resources and tools to maintain regulatory compliance.



Spill Prevention

Comprehensive approach to protecting the land

Each year, Devon handles millions of barrels of fluids. Keeping oil, produced water, recycled water and other materials properly contained is a guiding principle of our Environmental, Health and Safety (EHS) Philosophy. We take a comprehensive approach to preventing, responding to and remediating spills from our equipment and facilities. Devon sets an annual corporate goal for reducing our spill rate that keeps us focused on preventive measures and best practices.

Proactive steps

Our environmental management program includes a Spill Prevention Countermeasures and Control (SPCC) protocol that drives compliance with the U.S. Environmental Protection Agency (EPA) SPCC Rule and other environmental rules and regulations. The protocol details the responsibilities, equipment, procedures and steps to prevent, control and provide adequate countermeasures to an unplanned discharge. It also specifies the training required for all personnel in designing, building and operating oil-handling or storage equipment, including an annual spill response training exercise and briefing. Devon requires our contractors to meet or exceed the standards in our SPCC protocol.

We make every employee and contractor aware of their responsibility to prevent spills by immediately reporting near misses, such as a storage tank approaching full volume or signs of wear that may result in a leak. We respond to near misses and make any necessary adjustments to prevent spills.

Devon uses appropriate tools and techniques to minimize and contain discharges from our equipment and facilities. Our spill prevention measures at facilities with storage tanks include secondary containment, “nearly full” alarms on tanks and offsite monitoring equipment that can shut in facilities remotely.

At our produced water recycling facilities, Devon installs temporary storage reservoirs designed to minimize the risk of overflow from rain. The reservoirs are double-lined and sloped to direct any water that may penetrate the first liner to a sump pump. Any reservoir where we temporarily store water, including saltwater disposal sites, is lined for environmental protection.

To protect the environment and help ensure safety when using oil-based fluids to drill wells, we employ a closed-loop system that is considered an industry best practice. We comply with the U.S. EPA SPCC Rule by keeping plans at drilling locations to minimize the impact of spills. Devon also follows local, state and federal guidelines when handling drilling fluid and mud systems.

When a spill does occur, we remediate, investigate the cause and take corrective action to prevent recurrence. Devon often performs in-situ remediation using naturally occurring microorganisms to remediate and restore impacted soils when feasible. This method also reduces the likelihood of introducing invasive weeds and plants to the area. In-situ remediation has other advantages, as well: It reduces truck traffic because it generally doesn’t require heavy machinery, and it reduces our overall operational waste footprint by eliminating the need to send impacted soil to landfills.

Measuring performance

Devon has a robust EHS incident management system for reporting and tracking spills. We require reporting of unintentional releases of oil, produced water, chemicals and any other material associated with our operations. Spills and near misses are tracked by the total company and business unit, which enables business units to analyze their spill performance and find ways to improve.

Devon’s lost-spill rate is based on the volumes of produced oil, produced water and recycled water handled in our operations. We believe that measuring our spill rate based on the total amount of fluids we manage in our operations gives us the best view of our performance and allows us to better manage our spill prevention procedures.

To drive continuous improvement, Devon sets an annual corporate target for our spill rate and includes it in our annual performance bonus calculation. In 2022, we did not meet our spill rate reduction goal. We formed spill focus teams within each business unit to further evaluate root causes and trends. Our go-forward mitigations include flying additional pipeline rights-of-way to find leaks and enhancing asset integrity, installing secondary containment around pressurized vessels and conducting preventive maintenance on transfer pumps in the Delaware Basin. To be good stewards of the land and deliver strong environmental performance, we continue working to prevent spills in our operations.

Remote monitoring is enhancing environmental performance



We have installed remote surveillance capabilities at hundreds of facilities across our operating areas that are helping to improve our environmental performance. High-definition cameras, infrared sensors and our SCADA (supervisory control and data acquisition) system allow us to remotely monitor our well pads and some saltwater disposal facilities. With real-time, higher-quality data and imagery, we can proactively identify issues with flares and other equipment before they become problems. For example, we can identify a minor leak and dispatch responders before it becomes a larger spill. Our staff can also perform a remote shutdown to stop an identified spill until responders arrive onsite to address it. In addition, these technologies reduce vehicle-related emissions and safety risk for our workforce by allowing us to monitor operations without people going to the locations every day.



Safety & Security

Keeping our people, communities,
assets and the environment safe

This section of our 2023
Sustainability Report includes:

Overview	31
Workforce Safety	32
Cybersecurity	37
Emergency Preparedness	39

Resource Links:

- [Environmental, Health and Safety \(EHS\) Philosophy](#)
- [Contractor safety requirements](#)
- [Safety Data Sheets \(SDS\)](#)
- [Emergency Preparedness Protocol](#)



Overview

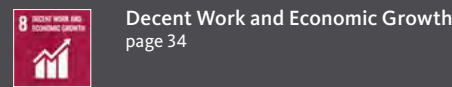
At Devon, providing a safe and healthy workplace and being ready to respond to emergencies is not just our responsibility, it’s how we show we care about our workforce, their families and our communities. We believe our operational success depends on their safety and health, as well as on our ability to protect our technology advantage and infrastructure, our assets and the environment.

We prepare our people to work safely with comprehensive orientation and training, on-the-job guidance and tools, safety engagements, recognition and other resources. Employees and contractors are accountable for stopping at-risk work, immediately reporting incidents and near-miss events, and informing visitors of emergency alarms and evacuation plans. Devon uses proven best practices, technologies, tools and materials throughout our operations to safeguard the people working at our worksites and neighbors nearby.

To maintain business continuity, Devon follows federal government guidelines and industry best practices for effective cybersecurity and emergency management. We work continuously to prevent disruptions and provide training and drills, so our employees are prepared and ready to respond to a wide variety of issues.

SUSTAINABLE DEVELOPMENT GOALS

The United Nations has established 17 Sustainable Development Goals (SDG). They're part of a globally agreed-upon action plan for organizations seeking to provide affordable energy, produced responsibly to protect the environment, while also promoting peace and prosperity for all people. We have identified a variety of Devon's business activities that align with the U.N. SDGs. In the Safety & Security section, look for:



Safety Performance Metrics

**Unless otherwise noted, all data presented is pro forma (Devon + WPX) for U.S. operated assets.*

	2020	2021	2022
Fatalities (Employee + Contractor workforce)	2	0	1
Total Recordable Incident Rate (TRIR) (Employee + Contractor)	0.43	0.50	0.53
TRIR - Employee	0.36	0.58	0.56
TRIR - Contractor	0.44	0.48	0.53
Serious Incident and Fatality (SIF) Recordable Rate (Employee + Contractor)	0.11	0.07	0.05
Days Away Restricted Transfer (DART) Incident Rate (Employee + Contractor)	0.20	0.33	0.35
DART Incident Rate - Employee	0.24	0.34	0.17
DART Incident Rate - Contractor	0.19	0.32	0.37
Lost Time Incident Rate (LTIR) (Employee + Contractor)	0.12	0.19	0.15
LTIR - Employee	0.16	0.29	0.11
LTIR - Contractor	0.11	0.17	0.16
Preventable Vehicle Incident Rate (per million miles)	1.19	2.37	1.96
Employee Hours (million)	5.0	4.2	3.6
Contractor Hours (million)	24.8	22.8	26.9

EXCEL DOWNLOAD

Taking Action



SAFETY AND CONTRACTOR MANAGEMENT

- Held our first Hearts & Mind workshops in Spanish to share our safety culture with a broader set of our contractors.
- Took steps to identify and retain contractors who meet our high EHS standards and comply with our requirements.
- Introduced an ESG module in our Veriforce contractor compliance questionnaire to gauge our contractors’ alignment with our ESG priorities.
- Strengthened our comprehensive third-party audit program aimed at safeguarding our entire rig fleet by initiating unannounced audits.



CYBERSECURITY AND EMERGENCY PREPAREDNESS

- Held incident management training and discussion-based response exercises in all field operating areas and with corporate employees.
- Built on our cybersecurity disaster recovery capabilities with field and business unit exercises and security training.



DEVON'S GOALS

- Recorded SIF events at a rate of 0.05 per 200,000 employee hours worked, which was a 29% improvement over our 2021 rate and our goal for the year.
- Set 2023 corporate safety goals that account for 60% of the company’s ESG goal or 9% of the overall corporate scorecard.



Workforce Safety

Strengthening our culture and relationships

EHS Management System

Our EHS Management System, developed by the EHS Council, guides us in identifying concrete steps and effective programs to continuously improve in 14 key elements of performance:

- Leadership, Culture and Accountability
- Contractor Management
- Event Management and Investigation
- Environmental, Social and Governance
- Hazard Analysis and Risk Management
- Training and Competency
- Goals and Objectives
- Emergency Management
- Safety Audit
- Asset Integrity
- Environmental Management
- Records and Documentation
- Safe Work Practices
- EHS Management System Review

As a member of API, we support its program committed to accelerating the industry's safety and environmental progress, and analyzed the maturity of our internal program and practices against the 13 elements of the API Energy Excellence Framework. We're aligning with the Energy Excellence elements, with a priority on advancing our progress on the asset integrity and safe work practices elements in 2023.

Every leader, employee and contractor at Devon is expected to actively participate in making Devon a safe place to work. Our values guide us to do what's right, manage risk, stop work, and support and empower each other to stay safe. We empower our team by providing comprehensive resources to help them work safely and measuring leading and lagging indicators to drive improvement. Setting corporate safety goals and incorporating safety metrics into our compensation focuses everyone at Devon on the actions that will make us safer.

We're committed to integrating the guiding principles in our Environmental, Health and Safety (EHS) Philosophy into all decisions that affect our operations. Compliance with applicable safety laws, regulations, policies and protocols is one of these principles, and we reinforce it in our Code of Business Conduct and Ethics, EHS Policy and safety orientation, training and engagements.

Our governance structure supports Devon's commitment to making safety our top priority. The Governance, Environmental, and Public Policy (GEPP) Committee of our board of directors reviews our safety performance and keeps the full board informed. Devon's executive vice president and chief operating officer (COO) is responsible for our safety performance. Our vice president of environmental, social and governance (ESG) and EHS reports to the COO on ESG and EHS strategy, activities and disclosures.

Devon senior leaders oversee safety policy and performance, with support from the EHS Council, and the ESG Committee supports management's commitment to safety and health. In turn, our workforce is empowered to take the necessary time and actions to perform work safely and stop work if they see a safety risk.

Setting safety and health strategy

To drive continuous improvement, the Devon EHS Council sets safety and health strategy and helps ensure implementation. To enhance our strategy and alignment, we've steadily expanded council membership to include EHS, ESG, operations, business unit and facility managers. The council meets regularly to monitor performance, share lessons learned and engage in roundtable discussions to keep the organization updated on stakeholder expectations for EHS performance.

In 2022, the council played a critical role in identifying and advancing safety priorities following the acquisitions of RimRock and Validus. The council placed importance on competency and critical task training and development of both new and existing team members to ensure alignment with our Life Saving Rules (previously referred to as our SIF Preventers). Another critical role of the council is to provide approval on merged protocols associated with our Life Saving Rules so that our operational team members receive the most current training. Integration of legacy company data, EHS protocols and training is continuing in 2023.

In addition to tracking Devon safety performance, council members proactively engage with peer companies in our operating basins to improve company and industry performance in safety, public policy, the environment and other key areas. Devon safety leaders led a peer company strategic roundtable in the Permian Basin in August 2022 to collaboratively identify trends and best practices for operating responsibly. Our field professionals were encouraged to initiate conversations with their counterparts on SIF incidents and other safety trends to improve safety performance across the industry.

OUR 2023 HEALTH AND SAFETY FOCUS AREAS



Refine our contractor management plan to improve operational transparency for vendor utilization



Train persons in charge (PIC) in production operations on identified critical tasks



Expand Hearts and Minds workshop in the Delaware Basin and for Spanish-speaking contractors



Roll out and reinforce Life Saving Rules, with a particular focus on mental and physical wellness



Workforce Safety continued

Building on our positive EHS culture

Encouraging a strong EHS culture at Devon is an ongoing priority for the EHS Council and the broader organization. We believe that the care and concern we show our workforce can have a positive impact on their safety and health at work and at home. We've learned from our field leaders that transparent communications, positive safety behaviors, proactive reporting and safely meeting operational goals are both signs and outcomes of a healthy EHS culture. The council assesses our EHS culture regularly to identify the most effective approaches and programs to foster strong safety performance.

We begin instilling our safety culture on an employee's first day on the job. During new-hire orientation, they learn the safety behaviors we expect and incorporate into the employee appraisal process: visible commitment, accountability, anticipation, participation, recognition and communication. We keep the safety conversation and engagement going throughout their career.

Job competency is one of our EHS guiding principles, and we emphasize the quality of safety training over the quantity. A combination of online and hands-on training is offered to office and field workers based on their job responsibilities. All employees and contractors must complete our field safety briefing if they work on or visit field locations. Contractors also must complete our Devon Orientation through Veriforce, our third-party contractor performance network. Our training reinforces our requirement to immediately report any incident or near-miss event and to be accountable for our own and others' safety.

The people working closest to the wellhead play a critical role in shaping our EHS culture. To actively seek their input, three production field offices (Gillette, Wyoming, Killdeer, North Dakota, and Carlsbad, New Mexico) formed field safety committees. These committees comprise operators, technicians, optimizers and other field personnel. They meet monthly to discuss issues and concerns from the field and make recommendations for improvement. Some examples include: replacing pneumatic actuated dumps with electric actuated dumps in treater buildings to reduce lower explosive limit (LEL) levels, installing platforms and laddering at locations with rod pump units to provide fall protection systems for operators, and developing additional Job Hazard Analyses (JHA) for higher risk activities.

To foster our positive EHS culture and behaviors, our Safe Work Award Program (SWAP) recognizes and rewards proactive reporting for employees and contractors who go beyond minimum EHS requirements. Through SWAP, each business unit can present up to three employees per month with a \$200 recognition award. Business units are also allotted \$1,500 per quarter to recognize the best near miss, good catch or hazard identification. In addition, our drilling, completions and workover teams also recognize good stops by our contractors each month across all our operating areas. In 2022, we recognized more than 300 employees and contractors.

Engaging our workforce

Our Hearts and Minds workshops have been a core element of our safety engagement efforts with service, rig and contract drilling crews and leaders across Devon since 2014. During the workshops, we share our safety culture and approach to effective communication, continuous improvement, integrity and situational awareness to reduce safety risk.

We adapt the content to meet the needs of our workforce and business. In recent years, this led us to initiate honest discussions about mental health and tools to address mental health issues, including Devon's Employee Assistance Program, and suicide prevention and crisis hotline information. Hearts and Minds continues to be a place to talk openly about challenges and listen to our workforce as we drive home why safety is so important to Devon.

Our operations team in the Delaware Basin held its first Hearts and Minds workshop in Spanish for leaders of select contractor organizations in 2022. Based on the positive feedback, the business unit is conducting additional Spanish-language workshops in 2023. To reach and engage even more people, the Delaware Basin team is also piloting Hearts and Minds workshops for other types of service providers, targeting those with highest risk/highest exposure.

Stop Work Responsibility

Proactively managing safety risks is a key factor in maintaining safe working conditions. Starting with new-hire safety orientation and continuing on our work sites, we emphasize the importance of Stop Work Responsibility. Employees have the right, responsibility and obligation to speak up and stop any action, task or behavior that is or could be unsafe. It's also a way we live our value of courage, and Devon pledges to support anyone who exercises their Stop Work Responsibility. We capture and track proactive stops and good catches, and recognize individuals for stopping work to safeguard themselves, each other and the environment.



1-844-310-3439

We back up our pledge to support anyone who exercises their Stop Work Responsibility. The EHS Hotline (1-844-310-3439) is available for any individual who tried to stop work but felt they were not supported.

Participant feedback from our Hearts and Minds workshops



"I love this program! It has helped open my mind and change the way I think."



"It definitely helps you remember the true reasons of why we do what we do for our families."



"Coming to this class changed my mindset, not just 'work life'. It turns personal and taking info back to the 'home life.'"

Workforce Safety continued

Contractor partnerships

The contract partners who provide work in the field are vital to safe, environmentally responsible and efficient operations, and building relationships with them to succeed as one team is a Devon value. We seek to work with contractors who have the strongest safety programs and track records, and we strive to work only with approved contractors who complete our supplier qualification process and meet our substantial policy and insurance requirements. Contractors are responsible for having EHS programs that meet or exceed all federal, state and local laws, rules and regulations, as well as Devon’s standards and protocols for essential safety activities.

We use Veriforce for third-party contractor verification and management. Our Veriforce dashboard allows us to monitor a contractor’s compliance with our EHS, insurance, OSHA verification, ESG and other requirements, and enables contractors to upload needed documentation. In addition, we use a separate third-party service to monitor contractors’ compliance with our drug and alcohol policy.

We require contractors to perform high-quality, safe and environmentally sound work. Contractors are expected to provide and retain quality personnel who are adequately trained to perform their jobs safely, and we work constantly to raise the level of contractor safety performance through training and engagement.

Contractors must complete the widely used SafeLand, RigPass or equivalent safety training to work with Devon, unless specifically exempted by our EHS Contractor Management practice. These programs and Devon’s contractor safety orientation are available on the Veriforce eLearning platform. Our field orientation reviews critical safety rules for specific activities performed on field locations, such as fall protection, confined space, hot work, energy isolation, spill prevention and waste management, among others. Oil haulers and all other contractors who work in transportation must complete safety briefings specific to their work. Devon’s company website provides contractors with easy access to our safety requirements, expectations, protocols, Safety Data Sheets (SDS), forms and tools.

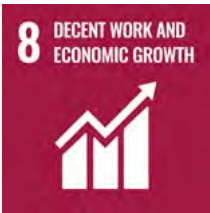
Before starting work, crews participate in pre-task tailgate meetings to proactively manage risk and raise awareness of the potential risks and exposures, required personal protective equipment (PPE) and other aspects of the job.

Because We Care

Life Saving Rules for permitted work are essential to safety management and our safety culture at Devon. To keep them front and center, our Because We Care initiative reminds employees and contractors to meet extra conditions for work that requires a permit. Because We Care works in tandem with convenient access to mental health resources to help our employees be fit for duty, both mentally and physically, when they arrive for work at a well site, maintenance facility, office or other location. We purposefully listed “Wellness/Fit for Duty” as our first Life Saving Rule to highlight the importance we recognize total wellness, mind and body, plays in our ability to safely perform work.

LIFE SAVING RULES:

 Wellness/Fit for Duty	 Hot Work	 Mechanical Lifting and Rigging	 Ground Disturbance	 Journey Management
 Fall Protection	 Energy Isolation	 Electrical Safety	 Hydrogen Sulfide (H₂S)	 Confined Space Entry



SUSTAINABLE DEVELOPMENT GOALS

United Nations member states adopted 17 Sustainable Development Goals in 2015. Devon works to promote a safe and secure working environment for all employees and contractors, from office staff to field workers. Our mission is to enable the health, safety and productivity of all persons involved in Devon operations by encouraging an EHS-centered culture. We provide training and tools, swiftly and thoroughly investigate incidents and near-miss events, crowd-source insights, apply new learnings and pledge to support anyone who stops work for any kind of perceived threat to safety.



Workforce Safety continued

Leadership engagements in the field can have a positive impact on our workforce, safety performance and operational excellence. Our field personnel wear hard hat stickers that say “Ask me my reason for working safely” to encourage safety-related engagements. The conversations that result often reveal that people work safely so they can return home to their family and friends — a higher motivation than simply following procedures.

To continue building relationships with contractors, in 2022 our field safety professionals worked with each of our business units to select contract companies to audit with the goal of identifying opportunities for EHS performance improvement. They reviewed contractor EHS programs, made field visits and interviewed contractor crews to ensure their understanding and alignment of these programs. If issues were found, they developed action plans to help bring contractors up to standard. These audits helped us strengthen our contractor partnerships, so we’re continuing them in 2023.

Starting in 2023, Devon contractors who perform work on our locations will complete annual Veriforce modules covering their performance in key ESG areas. We set a long-term goal to collect and analyze the data each year to better understand how contractors align with our core ESG priorities and encourage constructive engagements with contractors who perform services directly on our work sites. Ultimately, we believe this will enhance our supplier relationships.

Auditing field and process compliance

Audits to identify and correct safety concerns are an element of Devon’s EHS Management System. Each business unit is required to perform an annual safety self-audit of compliance with regulations and our EHS protocols. Findings of noncompliance and suggestions for improvement are recorded in our Incident Management System (IMS) and tracked to closure. Business unit EHS professionals lead the audits, with guest auditors from other business units on hand to share best practices and lessons learned.

More than half of the audit time is spent at field locations, focusing on sites where work is under way so auditors can engage employees and contractors. Auditors also check training, competency and inspection records and other documentation. We share trends observed and lessons learned during audits across the company to drive improvement.

Devon’s internal audit team provides an additional layer of review by performing operational audits in our field offices to examine processes and controls for supply chain, inventory, fleet management and other functions. Internal audit also periodically assesses the field audit process and recommends improvement opportunities. For example, Devon internal auditors suggested including guest auditors in business unit audits to provide an independent voice.

Audits also led to streamlining to one toll-free number for ethics, EHS and other issues across all Devon locations. Over time, the corrective actions we complete to address audit findings can lead to safety, operational and process improvements.

Rig fleet safety audit

To help ensure we provide safe workplaces, Devon engages a well-respected third party to audit our rig fleet. The thorough process inspects over 700 line items in every area of each rig and the equipment used daily to safely drill wells. In 2022, we started performing unannounced audits to get a truer picture of day-to-day operations. Across all 25 rigs in our drilling fleet, the majority of findings in 2022 were low risk, zero life-critical findings. Audit findings are shared with our drilling leadership team to help them create a safer work environment for our contractors. We’re working to analyze audit data and identify trends to determine where to focus our safety efforts.

In addition to comprehensive annual rig inspections, we maintain the onsite presence of a person in charge (PIC) and safety coach at each rig to reinforce our safety culture. Devon EHS coaches conduct periodic audits on our locations as we keep exploring ways to attain the safest and most hazard-free work areas possible.





Workforce Safety continued

Driving improvement

Devon sets corporate safety goals every year to focus our efforts to improve performance. We want to prevent SIFs and all injuries and incidents so our employees and contractors can return home safely every day.

We achieved our corporate safety goals in 2022 by reducing our SIF event rate (for employees + contractors) to 0.05 per 200,000 hours worked, which was lower than our 0.07 rate in 2021. However, the year was marked by one contractor fatality deeply affecting families, loved ones and coworkers. Keeping our people safe is not only our most important job, but also a job that is never done. We place special emphasis on the SIF rate because we want to prevent life-threatening and life-altering incidents, and to understand high-risk near misses to help us improve.

SIF investigations are led by each business unit and reviewed and shared by the EHS Council. In 2022, they identified root causes and assigned a wide range of corrective actions, including coaching vendor rig crews, adding trainings, changing and increasing training on protocols, and updating policies. We utilize SIF learnings throughout Devon to prevent future occurrences.

We also review SIFs where no one was injured and industry SIFs to better understand trends, mitigations and best practices. Devon is a founding participant in a voluntary industry program driving to eliminate SIF events in U.S. onshore E&P operations. Participants in the Onshore Safety Alliance (OSA) commit to support the OSA guiding principles, industry sharing and learning, and to carry out a Life Saving Actions program, risk assessments, incident investigations and other safety actions.

To give a comprehensive view of our safety performance, Devon also tracks the Days Away Restricted Rate (DART), Lost Time Incident Rate (LTIR) and Total Recordable Incident Rate (TRIR) for employees and contractors. In 2022, our TRIR (for employees + contractors) increased 8% compared to 2021, with hand and finger injuries accounting for 42% of recordable injuries in 2022. We held two companywide stand-downs to have meaningful discussions on preventing hand and finger injuries. To keep the injury prevention conversation going, many crews hung a special Devon alert in their workspace.

2023 corporate safety goals

Devon's 2023 corporate safety goals continue our mission to protect the lives of our employees, contractors and communities. Based on our underlying metrics, the goals are weighted toward leading indicators, and demonstrate our level of commitment to safety and to delivering a superior safety culture.

Safety accounts for 60% of the company's ESG goal in 2023, or 9% of the overall corporate scorecard. Achieving a year-over-year SIF event reduction represents the largest portion of the safety goal. Utilizing SIF learnings to reduce SIF exposure and events and improve processes, culture and workplace safety remains a companywide goal for the fifth year.

Guided by our values to always do what's right, support each other and proactively manage risk, we continue to empower the entire Devon team with the culture, tools and processes to work safely.

Engage Your Mind, Then Drive

Driving is one of the most dangerous activities for Devon employees, who drove 13.8 million miles in 2022, down from 14.7 million in 2021. Our "Engage Your Mind, Then Drive" safe driving campaign encourages a pre-job planning approach to driving to positively impact Devon employees, as well as their families and communities. Employees received a sticker to place on the driver side window as a visible reminder to complete a 360-degree walkaround of their vehicle before entering it to look for hazards.

In 2022, we used onboard GPS data to track company vehicles on speeding, seatbelt use, hard braking, hard acceleration and other indicators to further improve

driving behaviors. We require employees who have assigned vehicles to take hands-on commentary driver training administered by a third party. Additionally, EHS and operations professionals completed certifications to teach defensive driving classes to their fellow company drivers. This highlights the approach the company is taking to equip our workforce with the needed knowledge and skills for specific job tasks.





Cybersecurity

Protecting our information systems and technology advantage

TO MITIGATE CYBERSECURITY RISK, WE:



Align our corporate information security policy and program with the U.S. Department of Commerce's National Institute of Standards and Technology (NIST) Cybersecurity Framework for risk assessment.



Require and pay for 100% of Devon security operations team professionals to earn industry certifications in security essentials and incident handling.



Provide training, recognition and enforcement to enhance our culture of prevention.



Use best practices in our external-facing website.

With global cybersecurity threats and Devon's digital technology use both increasing, we focus on protecting our networks, systems and the significant amount of data we use to run our business. Devon invests in state-of-the-art tools and processes to safeguard our technology advantage, operate our business safely and reliably, manage risk and deliver results.

Our highly skilled and trained digital security professionals apply artificial intelligence, process automation, data analytics and other techniques in the field and office. We require and pay for each member of our security operations team to earn technical certifications for different technologies, platforms and applications. These include certifications for security essentials and incident handling, global information assurance, information security, forensics and Lean Six Sigma.

Each week, the cybersecurity team meets to discuss cyberthreats, incidents and effective prevention measures. The team proactively develops, uses and shares information on cyberthreats to enhance our knowledge with appropriate levels and layers of automation. Our digital security professionals collaborate with Devon operations, information technology, corporate security, emergency management and other teams to strengthen our cybersecurity controls and capabilities.

We provide regular quarterly updates to our board and its Audit Committee regarding our information security program. Devon's management team routinely updates the committee on our major cybersecurity plans and initiatives, benchmarking assessments and current events that could impact cybersecurity for our company and industry. Three of our directors have technology or cybersecurity experience that enhances the board's risk oversight role.

Mitigating cybersecurity risk

Our corporate information security policy and program are aligned with the federal NIST Cybersecurity Framework for risk management. To further mitigate cybersecurity risk, our policy and program are assessed by third-party experts, and we maintain specialized insurance for possible liability resulting from a cyberattack on our assets.

Devon internally exercises and tests our incident response and disaster recovery plans as part of our corporate emergency preparedness program. In 2022, we continued building our disaster recovery capabilities with field and business unit exercises and training. Operational technology security remained a focus area as we continued to add robust preventive and detective controls in the field.

A culture of prevention and compliance strengthens our digital security. All employees take cybersecurity awareness training during onboarding and through annual refresher training. Teams that have access to sensitive data take specific training and employees receive recognition if they help us avoid cybersecurity events. Our Code of Business Conduct and Ethics, the Information System General Usage Policy and related policies provide guidance on our information systems.

Devon develops our own patented technologies, deploys mobile apps in the field, and commercializes and scales technology solutions in partnership with innovators. As part of its role to protect data and technology appropriately, our digital security team evaluates technologies that we build, buy and deploy, and recommends safeguards to the business owners. In 2022, we formalized a digital security role to proactively engage with technology projects and initiatives before they're executed to identify potential security risks and recommend mitigations. We'll keep improving alignment among our IT, operational technology and digital security groups to secure Devon's technology initiatives and address risks.

Devon employs a highly qualified digital security team

135+ years of combined security experience

>40 certifications from organizations such as SANS Institute, CompTIA and Cisco

12 years of combined military service related to digital security

5 post-graduate degrees



Cybersecurity continued

Devon continues to proactively secure our information and infrastructure in light of the evolving global threat environment. We actively share information with peer companies, industry and IT security groups, and local, state and federal agencies to monitor and respond to the global landscape. Devon assesses our internal controls, follows federal government recommendations and takes other precautions, while enabling employees to work efficiently and effectively from any location. Through ongoing efforts to educate employees to recognize increasingly sophisticated threats like malware, ransomware and phishing attempts, we are heightening digital security awareness in our workforce.



Devon digital security professionals came out on top in a cybersecurity skills challenge at the 17th Annual API Cybersecurity Conference for the Oil and Natural Gas Industry in November 2022. The four-hour exercise tested teams from energy and oilfield services companies on a wide range of technical skills, from reverse engineering and networking to exploitation and problem-solving.

Devon's digital security and emergency management teams collaborated on tabletop exercises and stress tests of our response plans in 2022. They were part of our ongoing focus on further improving our capabilities to address a technology disruption that could impact our field operations.





Emergency Preparedness

Ready to respond

Devon prioritizes life safety and business continuity when incidents occur that could impact our employees, our assets, our business and the environment. We dedicate resources to emergency preparedness and follow nationally recognized standards for effective emergency management.

Our centralized corporate emergency management function leads Devon's emergency response and recovery efforts for operational incidents, weather events, supply disruptions and other incidents. We follow the Federal Emergency Management Agency's (FEMA) National Incident Management System (NIMS) to manage emergency response in cooperation with community agencies.

Training, drills and exercises

Devon provides in-house training, drills and exercises on the NIMS Incident Command System (ICS), and integrates best practices to be ready for timely, effective incident response. Our emergency management program leader is a certified Emergency Manager and ICS instructor, which strengthens our capabilities.

In 2022, Devon's emergency management efforts expanded to address the risks and needs of our growing geographic footprint and increasingly complex operations. We continued to better integrate our digital security, physical security and field incident management teams to maintain proper response capabilities.

Devon will engage law enforcement, fire, emergency management and emergency medical services during incident management exercises as we continue to build relationships with first responders to keep people and property safe.

Devon completed ten Basic Incident Management courses for field personnel and business unit leaders in all field operating areas and our Oklahoma City headquarters. Based on the findings of a 2021 technology audit, our 2022 incident management exercises focused on the impact of technology disruptions. At the request of the vice president of technology, leaders and field employees from multiple departments participated in a technology-related exercise in Oklahoma City. To further spread awareness, each field incident management training in 2022 included a tabletop exercise on how extended technology outages could affect field operations.

During the year, we also conducted a drill for spill response equipment deployment at our Abernathy recycled water treatment facility in Oklahoma, updated all field office emergency response plans, rewrote our aviation emergency response plan and updated the technology in our incident command center.

As part of our life safety efforts, Devon's floor warden program works to establish occupant readiness in our office facilities. In 2022, we offered more life safety courses than in any previous year. These included cardiopulmonary resuscitation (CPR), automated external defibrillator (AED) and first aid.

We also offered CPR training for employees' family members, which in turn strengthens CPR skills and awareness in our communities. Devon introduced a Stop the Bleed (STB) course and gave each employee who completed the course a STB first aid pack for their vehicle, home, office or elsewhere.

We're excited to implement Stop The Bleed training in all our field operating areas in 2023 in partnership with local first responders. We'll also focus on conducting incident management training in all operating areas covering well control scenarios to drilling, completions, production and other teams that support local incident response.

Working with partners

Devon follows the U.S. Department of Homeland Security (DHS) Security Exercise and Evaluation Program, which allows us to provide community partners with documentation that validates their participation for federal funding and medical facility accreditation requirements.

We believe robust emergency management capabilities throughout industry and government contribute to community safety and security. Devon supports the head of our emergency management program in her role as the designated representative for the Oil and Natural Gas Subsector Coordinating Council, part of the Cybersecurity and Infrastructure Security Agency (CISA) Critical Infrastructure Cross-Sector Council. The council comprises 16 critical infrastructure industries, including energy, transportation, and food and agriculture, that coordinate the private sector's cooperative efforts to advance its critical infrastructure security, protection and resiliency mission. Devon's involvement enhances our ability to manage risk and maintain business continuity by giving us early insights into emerging issues, pending laws and regulations, and other critical information. As our representative on the Permian Strategic Partnership's (PSP) roads safety and healthcare committees, our emergency management lead also helps guide initiatives such as the Stop the Bleed campaign and other initiatives in communities in southeast New Mexico and west Texas.

Continuous improvement



Devon's incident management team and skills were put to the test in 2022 during incidents in our western Oklahoma and North Dakota operations and Oklahoma City. After every exercise and actual response, we document areas for improvement, best practices and strengths. As part of our continuous improvement efforts, corrective actions are incorporated into our EHS incident management system. When emergencies and incidents occur, these practices enable Devon to protect our workforce, our neighbors and our assets. In turn, we're protecting our business and license to operate.



Governance

Strong values, oversight and risk management

The Governance section of our 2023 Sustainability Report includes:

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Enterprise Risk Management	45
Shareholder Engagement	46
Public Advocacy	47
Ethics and Integrity	49

Resource Links:

- [Corporate Governance Guidelines](#)
- [Code of Business Conduct and Ethics](#)
- [Code of Ethics for the Chief Executive Officer, Chief Financial Officer and Chief Accounting Officer](#)
- [Anti-Corruption Policy](#)
- [Ethics and Compliance Helpline](#)
- [Certificate of Incorporation](#)
- [Bylaws](#)
- [Privacy Statement](#)
- [ESG Steering Committee Charter](#)
- [Investor Communications](#)
- [Annual Proxy Statements](#)
- [Annual Political Activity and Lobbying Report](#)
- [Devon Energy Corporation Political Action Committee Annual Report](#)





Overview

As we focus on being financially, environmentally and socially responsible, Devon is guided by our core values and corporate governance principles. We sustain the trust we’ve built with our stakeholders through ethics, integrity and recognized governance practices such as proactive shareholder engagement and purposeful risk management.

To deliver results, we focus on operational excellence, top-tier environmental, social and governance (ESG) performance, and constructive stakeholder engagement. We integrate our environmental, health and safety (EHS) commitment into our operations and incorporate ESG performance goals into our compensation program.

Devon’s senior leaders evaluate risks and opportunities to continuously improve our ESG performance and transparency. Our ESG and sustainability leaders play an active role by informing management on current and emerging issues that influence business planning, strategy and operations.

Governance Metrics

	2020	2021	2022
Independent Board Members <small>As of June 2023, 10 of our 11 board members (91%) qualify as independent under NYSE standards and SEC regulations.</small>	82% ¹	73%	73%
Women Board Members <small>As of June 2023, four women (36%) serve on our board of directors, including the chair of Devon's Audit Committee.</small>	27% ¹	27%	27%
Contributions - Trades and Political (thousands) <small>With the increased scale of the company following the Devon-WPX merger, Devon's trade association dues have increased.</small>	\$2,234 ²	\$2,520	\$4,347
Lobbying - Federal and State (thousands) <small>Devon's lobbying and political activity is disclosed via public agencies, as well as through the company's Political Activity and Lobbying Report available on our website.</small>	\$743 ²	\$433	\$751

¹ Reflects legacy Devon board composition following the annual election of directors each June.
² Legacy Devon only.

[EXCEL DOWNLOAD](#)

Taking Action



CORPORATE GOVERNANCE

- Increased board engagement and oversight of environmental targets and strategy, diversity, equity and inclusion (DEI), and other ESG matters.
- Tied executive compensation more closely to ESG performance with more quantifiable metrics, increased weighting for ESG and related metrics, and provided additional transparency on our corporate goals for executive and company-wide performance by prospectively publishing our goals for the year.



ETHICS AND INTEGRITY

- Adopted a WPX legacy practice for reporting to the board on our ethics program, which has led to quarterly reporting and executive sessions with the Audit Committee and additional structure, including the establishment of a Business Ethics Resource Center.



PUBLIC ADVOCACY

- Engaged constructively with federal and state policy makers, diverse stakeholders and thought leaders to broaden our perspectives on key public policy issues.



STRATEGIC FOCUS ON EMISSIONS

- Company-wide goals for 2022 included a standalone emissions goal, which the company met.



TRANSPARENCY

- Published our 2023 Climate Change Assessment Report, which is consistent with the core elements of the Task Force on Climate-related Financial Disclosures (TCFD) framework.
- Published our 2022 Political Activity and Lobbying Report and 2023 Sustainability Report as we further advanced our commitment to transparency and disclosure performance.

SUSTAINABLE DEVELOPMENT GOALS

The United Nations has established 17 Sustainable Development Goals (SDGs). They're part of a globally agreed-upon action plan for organizations seeking to provide affordable energy, produced responsibly to protect the environment, while also promoting peace and prosperity for all people. In this report, we have identified a variety of Devon's business activities that align with the U.N. SDGs. Here in the governance section, look for:



Climate Action
page 45

Corporate Governance

Principles-based oversight

Devon recognizes that strong corporate governance practices are necessary to maintain our social license to operate. We strive to establish a foundation for effective decision-making and risk management as we conduct our business in keeping with our corporate values and ESG responsibilities, serving the interests of our stakeholders.

We’ve developed an effective corporate governance framework that evolves with our business. Forward-looking principles and practices guide our board of directors, executive management and workforce in making a positive and sustainable impact.

Our Corporate Governance Guidelines support the long-term interests of the company and our stakeholders by focusing on certain core principles for effective governance of the company. The guidelines cover board composition, policies, procedures and committees. They also provide direction for the recruitment, selection, responsibilities, compensation and evaluation of individual directors. The guidelines are updated from time-to-time to reflect the evolving needs of our company.

High-quality corporate governance requires that our board include members with an appropriate mix of skills and experience to oversee our business. In addition, a high number of our directors should not have material relationships with Devon that could impede their independent view of the company and company management. As of June 2023, 10 of 11 (91%) Devon board members qualified as independent, based on New York Stock Exchange (NYSE) listing standards and Securities and Exchange Commission (SEC) regulations.

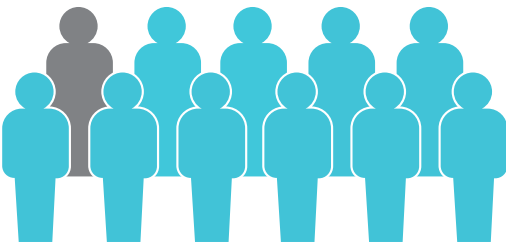
Our board has a practice of maintaining independent leadership in the boardroom. If our board chair is not independent, our board appoints a lead director who has duties, responsibilities and rights to assure high-quality corporate governance. With the retirement of our executive chair in January 2023, our board appointed a board chair who is independent and vacated the position of lead director. Regardless of whether our board is led by an independent chair or has appointed a lead director, the board seeks to optimize board performance through open, substantive communications among directors and between directors and management. Providing regular feedback, encouraging different viewpoints to be expressed, and setting an expectation of constructive candor are hallmarks of our desire for frank and thoughtful board discussions.

The full board has primary responsibility for risk oversight of the company, which includes reviewing whether Devon’s risk management is appropriate in relation to Devon’s material risks. Specific areas of risk oversight have been delegated to four standing committees: Audit, Compensation, Reserves, and Governance, Environmental and Public Policy (GEPP). All members of the GEPP, Audit and Compensation committees are independent, as required in our Corporate Governance Guidelines, and the members of the Reserves Committee are independent as well. The GEPP, Audit and Compensation committees review various aspects of Devon’s ESG activities, metrics and reporting, and the full board is involved in assessing our overall ESG program.

Director committee assignments				
As of June 2023				
C Chair	M Member	Audit Committee	Compensation Committee	Governance, Environmental and Public Policy Committee
Non-Management Directors				
Barbara Baumann, Chair				
John E. Bethancourt			M	C
Ann G. Fox			M	M
Gennifer Kelly		M		M
Kelt Kindick			M	C
John Krenicki Jr.		M		M
Karl F. Kurz			M	M
Michael Mears		M		M
Robert A. Mosbacher Jr.			C	M
Valerie M. Williams		C		M
Management Director				
Rick E. Muncrief, President and CEO				

Charters

-  **Audit Committee Charter**
The Audit Committee assists the board in ensuring the integrity of Devon’s financial statements and reporting system, compliance with legal and regulatory requirements, and performance of internal and external audit functions.
-  **Governance, Environmental and Public Policy Committee**
The GEPP Committee assists the board in identifying qualified individuals for board membership; oversees the company’s corporate governance; reviews Devon’s EHS efforts, social responsibility programs and stakeholder engagement; advises the board on significant public policy issues; and oversees integrating sustainability into strategic and tactical business activities.
-  **Reserves Committee Charter**
The Reserves Committee provides oversight of the annual review and evaluation of Devon’s consolidated petroleum and natural gas reserves, reporting system, compliance, regulatory requirements and related disclosures.
-  **Dividend Committee Charter**
The Dividend Committee assists the board with its duties and responsibilities in the declaration and payment of dividends on Devon’s common stock.



Independence
Ten of Devon’s 11 directors qualify as independent under NYSE standards and SEC regulations.
As of June 2023



Corporate Governance continued

Deep dives into Devon’s business, operations, EHS, ESG and other relevant matters are part of each board meeting. The board often invites external speakers, stockholders and thought leaders to board meetings and has incorporated into the board’s calendar a regular cadence for seeking information and insights from people outside the company. With respect to ESG, the board in 2022 continued to focus on ESG targets and performance, specifically focusing on the key drivers for attaining continuous improvement and measuring ESG-related data.

The GEPP Committee has primary oversight responsibility for corporate governance which includes identifying, reviewing and recommending the nomination of qualified candidates to Devon’s board. The committee’s scope also includes reviewing EHS performance and efforts to integrate sustainability into Devon’s business and activities. GEPP Committee members regularly hear from Devon leaders and subject matter experts on corporate governance issues and practices; emissions, targets and other environmental matters; ESG-related stakeholder engagements; public policy developments; and our social responsibility programs. The GEPP Committee’s endorsement of ESG matters helps inform the company’s strategy, plans and priorities, and secure internal alignment.

In 2022, the GEPP Committee’s activities included:

- Reviewing Devon’s performance on key environmental metrics, including Scope 1 and Scope 2 greenhouse gas (GHG) emissions
- Reviewing progress on the company’s environmental targets announced in June 2021 and tactics for meeting the targets, including their implications for technology, operations, facility design and capital costs

- Receiving in-depth reports on key stakeholder initiatives such as our OGMP 2.0 membership, as well as on current and emerging regulatory requirements for emissions reporting and other aspects of ESG
- Discussing the contents of Devon’s 2022 Sustainability Report with management before publication
- Reviewing and discussing Devon’s diversity, equity and inclusion (DEI) metrics, and actions and strategy for improving our workforce DEI. This included two meetings with the Compensation Committee and management, reflecting the board’s increased emphasis on DEI

As ESG and EHS performance have become more intertwined with operational and financial accounting matters, ESG and EHS oversight has evolved to include other board committees as appropriate and additional discussions with the full board. For example, aspects of various recently proposed federal regulations, including the proposed climate-related disclosure rule and the more stringent methane regulations, have been discussed at different committees of the board as well as the full board.

Board diversity

Our decisions and actions have benefited from informed input of board members with a wide range of experiences, skills and backgrounds. Diversity characteristics such as gender and racial/ethnic diversity are critical components of a high-functioning board. Our board’s emphasis on diversity characteristics is reflected in our Corporate Governance Guidelines, which provides that the GEPP Committee seeks to include women and minorities in the pool of candidates for director nominations and requires any search firm it engages to do the same.

The GEPP Committee nominates qualified candidates to be Devon directors, seeking qualities such as integrity and accountability, ability to provide informed judgment, respect from peers and high performance standards.

As of June 2023, our board included four women (36%) and one racially diverse (9%) director, including the chair of Devon’s Audit Committee. Current board tenure of approximately 1-14 years provides a balance of fresh viewpoints and continuity. Our directors range in age from 46 to 71. Our board retirement age is 74 for non-management directors.

In January 2023, Barbara Baumann became the chair of Devon’s board of directors. It is unique in the oil and gas industry and with public companies in general to have a female board chair. This is a testament to Baumann’s strategic insight, financial acumen and operational knowledge. Since joining the company’s board in 2014, she has been a leading voice in our ESG-related initiatives, and chaired and guided the GEPP Committee in its first year. Baumann has taken a personal interest in DEI and in mentoring women in Devon management.

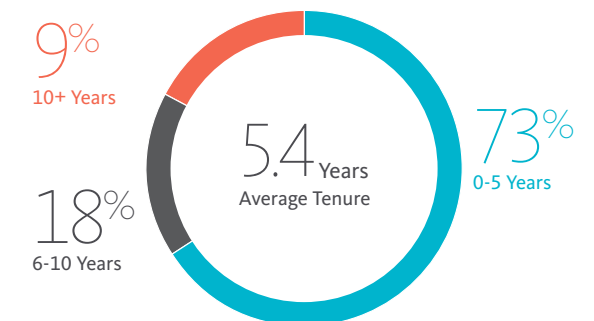
Board elections

Shareholders elect Devon directors at our annual meeting for one-year terms. Our bylaws require a director who does not receive a plurality of votes in an uncontested election to offer to resign, which has not happened in Devon’s 51-year history. At our 2023 annual meeting, our directors received an average voting support of 96%.

Tenure

The tenure of our directors reflects a balance of experience and fresh perspectives.

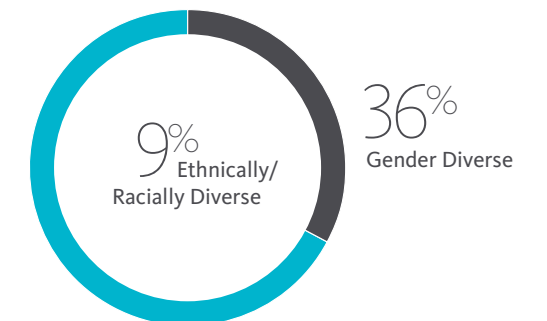
As of June 2023



Diversity

We approached our directors to voluntarily self-disclose their race, ethnicity and gender. The aggregate of these disclosures is reflected in the chart below.

As of June 2023



How to contact Devon’s non-management directors

Any stockholder or other interested party may contact Devon’s non-management directors individually or as a group for any matters by:

- U.S. mail to non-management Directors, c/o Office of the Corporate Secretary, Devon Energy Corporation, 333 W. Sheridan Avenue, Oklahoma City, Oklahoma, 73012

- Calling our non-management directors access line at (866) 888-6179 or
- Sending an email to nonmanagement.directors@dvn.com.

If requested, all calls and correspondence are anonymous and kept confidential to the extent possible.

Corporate Governance continued

Executive and board compensation

Devon focuses on generating positive operating returns by managing a premier asset portfolio, delivering superior execution and exercising disciplined capital allocation. Our executive compensation program seeks to create a strong tie between company performance on these key objectives and executive pay. This pay-for-performance philosophy is intended to motivate near-term operational and financial success as well as to create long-term stockholder value. Total compensation is weighted in favor of long-term incentives to emphasize value creation and stockholder alignment.

Executive compensation is determined annually by the Compensation Committee, which evaluates the performance of the company and of individual executives and the business unit or organization they manage. At the start of each year, the Compensation Committee establishes company-wide goals for the year that are used in awarding bonuses following the end of the year. The executive leadership team keeps the Compensation Committee apprised of performance on the goals throughout the course of the year.

In determining executive compensation in 2022, the Compensation Committee considered the company’s operational and financial achievements and performance relative to our corporate goals. Devon set ambitious goals for financial results, capital expenditures, oil and gas production, ESG/EHS performance and strategic initiatives for the year. Our goals included a standalone emissions reduction goal that accounted for 15% of the overall corporate goals scorecard and directly tied compensation for the entire company to environmental performance.

The company outperformed targets for the majority of goals on our 2022 company performance scorecard, including our standalone emissions reduction goal. Based on our results, the Compensation Committee assigned a company performance score of 165%, which led to above-target bonuses for our employees (including executives).

The board determines non-management director compensation annually based on the Compensation Committee’s recommendations. As part of its annual diligence of board compensation, the Compensation Committee obtains a report on the director compensation policies and practices of Devon’s principal competitors and other comparable companies. The Compensation Committee also considers the form and

amount of director compensation. A meaningful portion of director compensation is conferred in the form of equity, which reflects the expectation that directors should have a significant stake in the performance of the company and thereby align their interests with that of our stockholders. In 2022, the Compensation Committee approved non-management directors’ participation in Devon’s matching gift program that allows for qualifying charitable contributions of up to \$10,000 annually. The matching gift program has been a successful new benefit offered at Devon with broad participation across the company.

To help ensure that management and our board understand the compensation issues that matter to our stockholders, Devon conducts investor outreach throughout the year.

During 2022, the company contacted the majority of our top 100 stockholders, interacted with many other stockholders and met with stewardship representatives of approximately 50 investors. The Compensation Committee and GEPP Committee review the feedback resulting from this outreach, as well as the most recent advisory vote by stockholders on executive compensation. At our most recent annual meeting of stockholders (2023), our executive compensation for the prior year received the support of 93% shares voted.

Additional information about our executive compensation program is available in the Compensation Discussion and Analysis (CD&A) section of our 2023 proxy statement.

Directors’ Skills and Experience											
	Barbara Baumann	John E. Bethancourt	Ann G. Fox	Gennifer Kelly	Kelt Kindick	John Krenickl Jr.	Karl F. Kurz	Michael Mears	Robert A. Mosbacher Jr.	Rick E. Muncrief	Valerie M. Williams
Age	67	71	46	50	68	61	62	60	72	64	66
Diversity	■		■	■							■
Key Skills and Experience											
Human Capital Mgt./Comp.	■	■	■	■	■	■	■	■	■	■	■
Engineering Education/Experience		■		■		■	■	■		■	
Finance/Capital Allocation	■	■	■	■	■	■	■	■	■	■	■
Regulatory/Policy Matters			■	■	■	■	■	■	■	■	
Technology or Cybersecurity		■		■		■					
Environmental Matters	■	■	■	■			■		■	■	
Corp. Governance/Risk Mgt.	■	■	■	■	■	■	■	■	■	■	■
Investment Mgt./Stewardship	■		■		■	■	■				■
■ = All four are women. Ms. Williams is Black/African American.											



Enterprise Risk Management

Identifying and managing material risks

Systematically identifying and managing economic, operational and reputational risks to our business is essential to Devon's efforts to deliver results safely, ethically and responsibly.

The Devon board of directors has primary responsibility for risk oversight, and each director has experience in risk management. The board's four standing committees consider the current and emerging risks inherent in their areas of oversight and update the full board. Our management team oversees and reports to the board on the company's day-to-day efforts to manage strategic, financial, operational, market, ESG, EHS and other risks to our business. In addition, management executes the board's and committees' risk management directives.

Our vice president of internal audit, who manages our enterprise risk management (ERM) process, reports directly to the board's Audit Committee and receives additional guidance from our executive vice president and chief financial officer. The internal audit vice president is certified in risk management assurance by the Institute of Internal Auditors and leads a team of professionals who hold 23 different certifications in accounting, internal auditing, risk management, fraud examination, cybersecurity and other specializations.

Our ERM framework includes an annual risk analysis to help us determine the material risks to our business. The board, management and subject matter experts across the enterprise consider the likelihood that certain risks could cause economic or reputational risk to the company, as well as our level of preparedness for each risk. During this analysis, leaders from multiple work disciplines participate in exercises and workshops to help us identify new and emerging risks and maintain awareness of business risk across Devon.

Devon added climate change as a standalone risk category in June 2022 to help ensure we continue to adequately monitor and mitigate climate-related risks. Previously, climate change was a facet of other risk categories.

Risk management workshops

Risk review is a year-round process at Devon that includes an internal stakeholder survey annually in the summer. Through May 2023, we plan to hold workshops to examine our risk management practices for the top ten individual risk categories and to review lower-risk categories identified in our 2022 survey. The workshop results will guide our efforts to manage risk effectively going forward.

Please see our Annual Report on Form 10-K for the year ended December 31, 2022, for a more detailed discussion of Devon's material risks.

Devon's ERM framework

Our risk management process enables us to identify, prepare for and respond quickly to current and emerging issues and events, while executing our business strategy effectively.



Board oversight
Periodic reporting to the board, executive committee and management

Risk workshops
Quarterly risk discussions

Enterprise risk inventory
Documentation covering each risk category including risk-mitigation activities

Annual ERM survey
Annual survey of board, executive committee, management and subject matter experts

SUSTAINABLE DEVELOPMENT GOALS



United Nations member states adopted 17 Sustainable Development Goals in 2015.

As an energy producer, we believe that strong governance of corporate climate risk is foundational to supporting climate action. At Devon, climate-related issues are managed by formal corporate management structures, including board level oversight, and are integrated into our enterprise risk management system. For example, active risk management led us to set our first methane reduction target (beyond regulatory requirements) in 2019 and additional aggressive, board-approved environmental targets in 2021. Read more about our targets and other climate tactics in the Environment section, our CDP Climate disclosures and our Climate Change Assessment Report.



Shareholder Engagement

Seeking and listening to shareholder feedback

Building relationships with our shareholders helps Devon anticipate and manage issues that influence our long-term success. We’ve learned through years of active shareholder outreach that our ESG performance is a key component of stockholders’ assessment of the company. Insights from our shareholder engagements each year inform our plans for environmental targets, shape our ESG programs, impact our compensation structure and focus our reporting.

Based in part on our ongoing engagements, we’ve strengthened our governance structure and practices to more effectively manage the risks and opportunities of climate change, workforce diversity and other ESG issues of interest to our shareholders. The Governance, Environmental, and Public Policy (GEPP) Committee of our board of directors oversees the company’s work in setting strategy, establishing goals and integrating sustainability into our business activities. Our ESG/EHS and sustainability teams, with input from our ESG Steering Committee comprising senior leaders of the company, coordinates related efforts and regularly updates the executive committee, GEPP Committee and the full board on our progress.

Our vice president of corporate governance, secretary and associate general counsel leads Devon’s efforts to communicate directly with shareholders to understand their ESG-related interests. Devon senior leaders and subject matter experts on ESG topics — including executive compensation, field environmental practices and diversity — often join the shareholder meetings to share our strategies and plans. They report what they learn to Devon senior management and our board, who appreciate shareholder feedback.

Listening to shareholder feedback

We value shareholder feedback and use it to evaluate the strength of our programs and practices. We understand that minimizing the environmental impact of our operations is critically important. To reflect our focus, we set our first methane intensity reduction target in 2019. We re-doubled our environmental stewardship ambitions in 2021 when we adopted goals for net zero operational GHG emissions, GHG and methane emissions intensity reductions, flaring reductions and water conservation.

To demonstrate our commitment to transparency and reporting, we published Climate Change Assessment Reports in 2018, 2020, 2021 and 2023. The 2023 report is consistent with the core elements of the Task Force on Climate-related Financial Disclosures (TCFD) framework. We seek to align with TCFD because many of our investors and other stakeholders prefer this international, multi-industry-led initiative for voluntary disclosure of climate-related risk. We continue to share our tactics to meet our decarbonization targets, as well as information about our water use, biodiversity, land reclamation and other environmental topics.

To further reflect our environmental focus, Devon included a standalone emissions reduction goal with a 15% weighting on our 2022 corporate performance scorecard. In comparison, our 2021 emissions goal made up a portion of the ESG/EHS goal that had a cumulative weighting of 20%. We believe that setting challenging goals for EHS and ESG performance encourages alignment around an objective that motivates our employees and environmentally focused investors. Our goal-setting and performance have led to broad support for our compensation programs, with approximately 95% of voting stockholders casting ballots “for” Devon’s say on pay vote in 2022.

Benchmarking our progress

Devon participates in third-party ESG-focused surveys and assessments that help stakeholders benchmark our progress. Our ESG scores are ranked in the top tier of our peer groups by Sustainalytics, ISS, Moody’s Vigeo Eiris, RobecoSAM, CDP Climate and Water, Just Capital and CPA-Zicklin Index.

These assessments also allows us to gauge the information that our investors value and improve our ESG performance. We regularly evaluate surveys and additional public disclosures we could make to target our reporting on the information that is most meaningful for shareholders and other stakeholders.

In June 2023, Devon was pleased to learn that it has been removed from the list of focus companies for the Climate Action 100+ initiative, which is an investor-led initiative targeting the world’s largest corporate greenhouse gas emitters.

Recognized as industry leader

Just Capital ranked Devon the #1 oil and gas company on issues that matter most, based on polling of the American public. This recognition demonstrates what it means to support all of our stakeholders – workers, customers, communities, the environment and shareholders.



Increasing transparency

Devon’s actions to meet our shareholder needs for ESG information include the following:

- Publishing a Sustainability Report annually since 2018.
- Publishing our Political Activity and Lobbying Report annually since 2018.
- Incorporating emissions, safety and other ESG metrics into our executive compensation structure, including a standalone emissions reduction goal in 2022.
- Participating in CDP climate reporting for 19 consecutive years and CDP water reporting for nine consecutive years.
- Tying employee bonus compensation to ESG by setting company goals for safety, social and other ESG-related progress.



Public Advocacy

Encouraging sound public policy

Public policy discussions about our industry are evolving along with growing interest in the energy transition and the sustainability of oil and gas development and production. Devon is committed to developing solutions that enable us to deliver results. We're engaging constructively and building relationships with a wide range of stakeholders – from federal and state policy makers, to think tanks and nongovernmental organizations (NGO).

As a leading U.S. energy company, Devon participates in local, state, national and global economies. The company monitors developments in regulations, taxes, trade, jobs, ESG performance and other issues that impact our business. We have a responsibility to advocate for laws and rules that meet business and societal needs, and to consider and communicate the impacts and trade-offs of our decisions.

Our board's Governance, Environmental and Public Policy (GEPP) Committee advises the full board and management on public policy issues that affect Devon and our stakeholders. Our vice president of public and government affairs, who is a member of the ESG Steering Committee, leads our efforts to advocate for Devon's business interests. This role includes regular discussions with the GEPP Committee on public policy issues and our spending. Our core value of integrity commits us to comply with all applicable laws, regulations and rules in our advocacy role.

Encouraging sound public policy

Important decisions about energy, the environment and the economy require accurate information and thoughtful deliberation across diverse viewpoints. We are committed to having constructive conversations, building relationships and developing solutions—with a broad range of stakeholders—that help us deliver results, meet business and societal needs, address stakeholder concerns and encourage sound public policy. For example, we have worked with stakeholders ranging from New Mexico state regulators to environmental groups such as the Environmental Defense Fund on methane regulations and flaring.

We strive to help stakeholders understand how proposed policies impact our day-to-day operations and longer-term business prospects, as well as the value of oil and gas production to governments and society. This is reflected in our balanced approach to prominent policy issues including federal and state emissions regulations, climate change, financial regulations and global commodity markets. Devon has publicly supported the aims of the Biden Administration to chart a path toward a durable framework for regulating methane at the federal level that encourages innovation and operational flexibility. We continue to engage constructively on pending federal rulemaking, including with the Environmental Protection Agency (EPA) on its more stringent methane regulations, the Bureau of Land Management (BLM) on its venting and flaring rules and the Securities and Exchange Commission (SEC) on its climate disclosure rules.

Broadening our perspective

Devon is increasing our involvement in public policy thought leadership by joining think tanks like the Bipartisan Policy Center, Atlantic Council, Columbia SIPA Center on Global Energy Policy and Wilson Center. Proactive engagements with a broad spectrum of leaders help us develop solutions on issues that affect our business and stakeholders before they become the focus of laws and regulations.

We're building relationships with the University of Oklahoma, Oklahoma State University and other institutions to drive practical discussions on technology, climate change and other issues. This outreach has the added benefit of enhancing our research, recruitment and community engagement capabilities.

In 2022, Devon monitored proposed federal emissions regulations, SEC rules on climate disclosures, and other pending administrative and regulatory actions. Our multistakeholder approach involves our internal ESG, government relations and other teams, and we plan to continue being part of external efforts aimed at finding mutually beneficial solutions for complex issues.

2022 Political Activity and Lobbying Report

[LEARN MORE](#)

Political Activity and Lobbying Report Archives

[2021](#)[2020*](#)[2019*](#)[2018*](#)[2017*](#)

* data reflects legacy Devon only



Public Advocacy continued

Industry leadership

We're active in industry associations, trade groups, business coalitions and advocacy groups to make our views on regulations and laws known. We share information about industry issues with our employees to aid discussions with their friends and neighbors, and we encourage them to vote.

Devon's CEO is an executive committee member of the American Exploration and Production Council (AXPC) and the American Petroleum Institute (API). We're a founder and current steering committee member of The Environmental Partnership, API's growing coalition taking action to improve the industry's environmental performance. Our involvement in the partnership and in developing a methane rule in New Mexico is a model for Devon's industry collaboration.

Devon employees are leaders in industry associations such as the Petroleum Alliance of Oklahoma, the Petroleum Association of Wyoming (PAW), North Dakota Petroleum Council, New Mexico Oil and Gas Association (NMOGA), Texas Oil and Gas Association (TXOGA), and Texas Methane and Flaring Coalition. Being active in these organizations keeps Devon updated on laws, regulations and issues in the states where we operate.





Ethics and Integrity

High standards of conduct

At Devon, we're committed to doing what's right and to demonstrating our fundamental value of integrity in all aspects of our business. Openness, honesty and respect are key to building trusting relationships, demonstrating courage and delivering results for our stakeholders. Our high standards of ethical and legal conduct, transparency and compliance with all applicable laws and regulations are vital to creating sustainable value for our shareholders.

The Audit Committee of Devon's board of directors oversees our compliance with legal and regulatory requirements and reports its findings to the full board at least once each year. The committee monitors our business practices and ethical standards, and together with Devon's executive vice president and general counsel, reviews our business ethics program annually, including the Code of Business Conduct and Ethics (code) and our Anti-Corruption Policy and Procedures.

Establishing high standards

Our code sets out the basic principles for legal and ethical conduct for each Devon director, officer and employee, and guides how we fulfill our responsibilities to each other, business partners, shareholders, governments and the law. We also require our chief executive officer, chief financial officer and chief accounting officer to adhere to an additional, more rigorous code of ethics.

We expect Devon directors, officers and employees to comply with policies associated with the code that provide guidance on specific business practices. These include our Zero Tolerance Anti-Harassment Policy, Drug and Alcohol Abuse Prevention and Testing Policy, Delegation of Authority Policy, Conflicts of Interest Policy, and Environmental, Health and Safety Policy.

Devon proactively reinforces the importance and understanding of our ethical standards, legal obligations and regulatory compliance requirements. We require employees to complete an ethics training course when they join the company and annually thereafter, and they must acknowledge and agree to abide by our code and its related policies. In 2022, Devon reported a 100% rate of code acknowledgment to the Audit Committee.

Since establishing our Business Ethics Resource Center (BERC) in 2021, Devon has continued to improve and mature our capability for addressing ethics reports. Center participants include the executive vice president and general counsel, vice president of corporate services and associate general counsel, and director of HR business partners. They review all good faith reports from the Ethics and Compliance Helpline, corporate and digital security, and other sources to determine next steps to investigate the reports. The team makes quarterly reports to the Audit Committee, an increase from annual reporting prior to establishing the BERC, to help identify issues that might need additional monitoring or require training to raise awareness.

Enforcing the code

To help us maintain our relationships and reputation, Devon employees have an obligation to enforce the code and report potential violations. We do not allow retaliation for making a report in good faith.

Employees can make a report to our executive vice president and general counsel or to our third-party Ethics and Compliance Helpline, available at all times by phone and online. The Helpline is a secure, safe and confidential channel to report harassment, inappropriate behavior, fraud, unsafe acts, accounting irregularities, human rights violations or any other potential code or policy violation. The Audit Committee

establishes formal procedures to address complaints about accounting and auditing matters, for handling concerns submitted by Devon employees about questionable accounting and auditing matters, and for protecting reporting employees from retaliation. In addition, employees can use the Helpline to seek guidance on our ethics policy, follow up on a reported issue or ask an ethics-related question. The Helpline is also available for reporting by stakeholders. Reports will be investigated promptly.

Ethics and compliance metrics

[ETHICS AND COMPLIANCE HELPLINE](#)

96%

of reports were unsubstantiated, simple inquiries or system tests.

98%

of investigations initiated in 2022 were closed by year-end.

100%

participation in Devon's annual Code of Business Conduct and Ethics training.

Training our employees to recognize fraud

We work to prevent invoicing abuse, digital scams and other types of fraud with an active fraud awareness program. Our team of fraud examiners with fraud investigation experience helps us identify and avoid working with vendors that pose a fraud risk, and to quickly take action to prevent financial loss and mitigate risk.

Devon has expanded the composition of our internal steering committee that identifies industry trends and emerging threats related to fraud. Committee members from field operations, supply chain and other functions share information with our corporate security, internal audit and digital security teams. In addition, we use tools

that leverage artificial intelligence and machine learning to prevent digital fraud schemes.

In 2022, we met our goal to provide in-person fraud awareness training at our major field offices for employees who work in the field, in accounting and other functions, and to hear their observations about new threats and scams. These observations allow us to enhance our fraud prevention programs. We share information on fraud trends with all employees to help them recognize fraudulent activity. We plan to continue our training cadence by providing fraud training in Devon offices in 2023.



Social

Investing in our communities

The Social section of our 2023 Sustainability Report includes:

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Community Engagement	52
STEM	54
Philanthropy	57
Human Rights	60

Resource Links:

- [STEM grants](#)
- [Corporate Giving Policy](#)
- [Statement on Human Rights](#)





Overview

To be a socially responsible operator, Devon focuses on building strong, safe communities and an educated workforce. We invest in aspects of community life where we can have the greatest impact, while aligning with Devon’s values and business goals: STEM (science, technology, engineering and math) education, public safety, social services and vibrancy in the communities where we operate.

SUSTAINABLE DEVELOPMENT GOALS

The United Nations has established 17 Sustainable Development Goals (SDGs). They’re part of a globally agreed-upon action plan for organizations seeking to provide affordable energy, produced responsibly to protect the environment, while also promoting peace and prosperity for all people. In this report, we have identified a variety of Devon’s business activities that align with the U.N. SDGs. Here in the social section, look for:



Quality Education
page 54

Our core value of relationships grounds Devon’s social investments. We listen to our stakeholders to understand their concerns, assess their needs and find the most effective ways we can help. By bringing together local and national nonprofits, private foundations and corporations, we’re able to expand the reach and effectiveness of our social investments. Devon advocates for tribal traditions, community development and youth programs where we operate. Our employee volunteers show their dedication to enhancing quality of life by helping alleviate hunger, advance education, deliver necessities and by enriching our communities. In our relationships and engagements, we’re committed to work with integrity, earn trust, empower others and keep improving.

We’re responsive to our community stakeholders and available to handle any concerns we receive in person, by phone and online. Devon’s trained team of experienced land, community relations, field operations, corporate communication and other professionals is prepared to respond to issues and collaborate with stakeholders to find solutions.

Social Metrics

**Unless otherwise noted, all data presented is pro forma for Devon and WPX.*

	2020	2021	2022
Social Investments (millions)	\$5.3	\$13.7	\$29.6

In 2022, Devon’s social investments included \$17.9 million related to humanitarian support and \$4.1 million in one-time gifts for capital projects.

EXCEL DOWNLOAD

Taking Action



STEM EDUCATION

- Impacted more than 100,000 students, 2,500 teachers and 1,900 classrooms through our STEM investments.
- Opened 22 STEM centers – including our first in North Dakota, our first on tribal lands and our first in a middle school – bringing our total to 120 STEM centers since 2021.
- Awarded our first-ever national STEM Lesson Challenge grants to two Oklahoma City area teachers in partnership with the Cal Ripken, Sr. Foundation.



GIVING

- Invested \$1.5 million in STEM education in 2022, including a Ripken capital gift for middle school STEM centers.
- Significantly increased our Inclusion and Equity Grants from \$100,000 for ten Oklahoma City organizations in 2021 to \$268,000 and in-kind donations for 19 organizations in Oklahoma City and the New Mexico Delaware Basin in 2022.



HUMANITARIAN SUPPORT

- Donated over \$17.9 million for housing relief, food stabilization programs, and medical assistance and supplies to support displaced citizens and refugees in Ukraine following the outbreak of war in February 2022.



DEVON'S GOALS

- Surpassed the 2022 social performance goals on our company scorecard to enhance STEM education, expand diversity, equity and inclusion (DEI) charitable programming, and increase employee engagement through community programs.



Community Engagement

Building relationships

Earning the trust of our stakeholders by what we say and do is part of the Devon culture and one of our corporate values. We're committed to building relationships of mutual respect with our coworkers and their families, shareholders, neighbors, landowners, mineral-rights holders, policymakers, lawmakers, suppliers, vendors, service companies and schools. Together, we can find solutions and lay the foundation for ongoing cooperation.

We recognize that industrial processes and equipment used in oil and gas development can cause traffic, noise and other issues that affect our neighbors. We're committed to improving the compatibility of our operations in the communities where we do business and helping mitigate the impact of industry activity. Devon has worked with industry coalitions, state agencies, business owners, individual landowners, local housing developers and others to enhance safety and quality of life in the vicinity of oil and gas operations.

Supporting first responders

Our focus on safety extends to partnering with the emergency responders who protect our communities. We reinforce our commitment to safety by allocating about one-third of our annual giving in our field areas to helping first responders acquire equipment, trucks, training and supplies to support their crucial work. We also deliver holiday treats and host lunches and dinners to show first responders we appreciate their work. Devon donated \$143,750 to 65 emergency responder organizations in 2022, bringing our total donations to almost \$957,000 since 2018.

Celebrating local cultures

To celebrate the cultures and unique qualities of our communities, Devon donates to local fairs and events where we operate. In 2022, we contributed to the Cuero Turkeyfest, Christmas on the Pecos in Carlsbad, and Oklahoma City National Memorial and Museum.

Nearly all of our operations in the North Dakota Williston Basin are located on the Fort Berthold Indian Reservation, home of the Mandan, Hidatsa and Arikara Nation (MHA Nation). We collaborate to earn and maintain the respect of the MHA Nation, including working closely to comply with their practices to reduce the spread of COVID-19 throughout the pandemic. Devon also assists tribal communities through charitable giving for educational, health and safety endeavors, and installed the first-ever Cal Ripken, Sr. Foundation STEM center on tribal lands at Edwin Loe Elementary School in the MHA Nation.

Making roads safer in the Permian Basin

While only 2% of Texas' population lives in the Permian Basin, 11% of traffic fatalities occur on the region's roads that need \$3 billion in repairs to improve safety and meet expected needs. As a sponsor of the Permian Road Safety Coalition (PRSC), Devon works with a cross-section of stakeholders invested in making roads safer and road infrastructure better across southeast New Mexico and west Texas.

Founded in 2015, PRSC brings together oil and gas industry companies and trade groups, agencies, researchers and concerned citizens to leverage expertise, share best practices and collaborate on data-driven research. PRSC also educates the broader community on the shared responsibility for road safety, including providing resources on its website to help everyone drive safely.

The coalition hosts road safety forums and training, and makes donations such as equipment and supplies for the Delaware Basin Emergency Preparedness Initiative (DBEPI) and matching funds to build a critical overpass project in Kermit, Texas. In 2022, PRSC donated \$3.2 million for life-saving equipment to first responders across the region.

Devon also supports road safety through our membership in the Permian Strategic Partnership, which identified road safety as an area of urgent regional need through an analysis completed in 2018.





Community Engagement continued

Devon's investment in the Permian Strategic Partnership grows to \$20 million

The region encompassing Devon's Delaware Basin assets in southeast New Mexico and west Texas became the world's highest-producing oilfield in 2019. The Permian Basin — a major contributor to America's energy security, significant job creator and regional economic development engine — is expected to yield 40% of U.S. oil production by 2025.

As one of the Permian Basin's largest producers, Devon is keenly aware of both the opportunities and challenges stakeholders face in this prolific oil producing region. The increase in activity and growing workforce has put a strain on the region's infrastructure, education, healthcare, housing and social services.

In 2018, energy companies with assets in the Permian Basin recognized the need for community support and formed the Permian Strategic Partnership (PSP) to strengthen and improve the quality of life for residents in the region. The PSP partners with local leaders to develop and implement strategic plans to bring about superior schools, safer roads, quality healthcare, affordable housing and a trained workforce.

After making our initial \$10 million, multi-year investment pledge in PSP's mission in 2018, Devon renewed that commitment in 2023 with an additional pledge of \$10 million. Our executive vice president and chief operating officer is a member of the PSP board of directors and our director of community relations serves on its management committee. Our impact is amplified by working together with 16 other member companies to make a positive difference in the Permian Basin.

Since 2018, the PSP has transformed more than \$109 million in member contributions into nearly \$975 million in collaborative investments. The PSP increased funding for education, invested in career training, expanded healthcare access, improved safety and infrastructure, made housing more affordable for teachers and expanded broadband access across the Permian Basin. The PSP's investments include, but are not limited to:

- Skillpoint Alliance Career Readiness Programs (\$2.6 million)
- Cal Ripken Elementary School STEM Centers (\$7.5 million)
- Midland College Teacher Excellence and Pre-K Lab (\$10 million)
- UTeach (STEM educator preparation) (\$1.9 million)
- Texas Tech Surgery Residency and Sub-Specialty Program (\$12.8 million)
- Permian Basin Counseling and Guidance (\$2.3 million)
- Hobbs (New Mexico) Career Technical Education Program (\$10 million)
- America's Warrior Partnership (\$1.3 million)

In 2022, Devon connected the PSP with our community STEM partner, the Ripken Foundation. As a result, the PSP approved a plan to add a fully equipped STEM center in 134 Permian Basin elementary schools, touching over 60,000 students and 2,000 teachers in 22 counties. The PSP believes its \$7.5 million investment in STEM centers and STEM training for teachers will ultimately inspire young learners across the Permian Basin to explore careers in STEM fields. We're excited that our longstanding relationship with the Ripken Foundation will have a lasting positive impact on education in the Permian Basin.

Devon is proud to be a leader in this industry coalition that is giving Permian Basin communities the tools and resources they need to benefit from being a state, national and global focal point for energy development.



STEM

Inspiring innovation and imagination

Devon’s future employees must have strong technical know-how and creative problem-solving skills to help us deliver affordable oil and natural gas in an environmentally and socially responsible way.

We believe investing in education can help us build the workforce we need to achieve our technology leadership goals and our vision of diversity, equity and inclusion (DEI). Our social investments are focused on building student capabilities in STEM (science, technology, engineering and math). We’re particularly interested in increasing the representation of girls, minorities and rural communities in STEM fields. These groups are a growing part of the workforce whose talents will be needed to fill the increasing number of STEM-related jobs at Devon and in our industry.



Helping STEM centers thrive

Because technology evolves quickly, STEM centers need the latest and greatest equipment. We surprised every Devon STEM lab in 2022 with Sphero BOLT Coding Robots and a gift card to help restock batteries, filament for 3D printers and other STEM center materials. The surprise boxes were delivered to STEM teachers at the schools to help students stay on the cutting edge of scientific advancement.

As technology for our industry rapidly evolves and transforms our company, people with diverse backgrounds and new ways of looking at problems can help us innovate. We need technology solutions to drill and produce oil and gas efficiently, achieve our aggressive emissions reduction targets and improve safety. At the same time, we’re committed to addressing racial and social inequality wherever it is found. Our investments in STEM education support progress in both of these important areas.

To direct our philanthropic investments to the most promising programs, Devon partners with qualified organizations that have a track record in STEM to identify community needs and solutions. Our partners include the Oklahoma City Public Schools (OKCPS) Foundation and other nonprofits, as well as teachers and administrators from several school districts. Insights from our stakeholder conversations guide us to provide resources and materials to implement programs aimed at empowering groups that have been underserved in the past.

Expanding our STEM model

Devon has supported STEM education with grants to teachers and school programs, investments in STEM centers and contributions to STEM-focused programs for over a decade. We significantly enhanced our STEM capabilities in 2019 by convening local and national nonprofits, corporations and private foundations to develop a new STEM model.

One of our partners, the Cal Ripken, Sr. Foundation, has been a driving force in changing how students and families interact with STEM resources in schools and communities. The Ripken Foundation transforms outdated school rooms into state-of-the-art STEM resource spaces where STEM learning becomes increasingly integrated into children’s education. Teachers receive training and STEM resources to inspire students and increase their understanding of basic circuitry, coding, robotics, engineering and more.

Underscoring our STEM commitment

Making progress in STEM is one of Devon’s community giving goals on our annual corporate performance scorecard that determines bonus compensation for Devon employees. In 2022, we surpassed our STEM targets, which contributed to a scorecard score of 160% for ESG & Community Engagement and the company’s overall performance score of 165%.

Goal	Target	Outcome
Strategic enhancement of STEM education by supporting:	500 classrooms	1,900 classrooms
	50,000 students	100,000 students
	1,000 teachers	2,500 teachers

Our 2023 scorecard goal is to strategically enhance STEM education by supporting 110,000 students and 2,700 teachers.

Our first STEM center was created in 2004 at Mark Twain Elementary School, Devon’s long-time partner school in Oklahoma City. Recognizing that parent involvement helps determine student success, we further enhanced Twain’s capabilities in 2021 by adding STEM camps where families work on STEM challenges together. Parents and students get hands-on experience with CAD (computer-aided design), welding, construction and math. Families can also access food banks and other social services at the camps, as well as get produce from a community garden. The program is so popular that there’s a waiting list to join it.

We’re committed to helping students explore innovative tools and understand high-tech topics at a young age. Based on the success of the STEM model at Twain, we continue to expand STEM resources in other areas where we operate.

By year-end 2022, Devon had opened 120 STEM centers in elementary schools in Oklahoma City; Kingfisher, Oklahoma; Douglas, Wyoming; Cuero, Texas; Carlsbad and Roswell, New Mexico; and 47 STEM centers in Tulsa, Oklahoma – one in each elementary school. Ripken STEM centers opened in 2022 included the first two in North Dakota, one in Dickinson and one at Edwin Loe Elementary School in New Town, the first-ever Ripken STEM center on tribal land. In 2022, we also launched STEM labs for all middle schools in OKCPS.

In 2023, we plan to launch our first middle school STEM lab in New Mexico and open a total of 17 STEM centers in elementary schools in El Reno, Oklahoma, Dickinson, North Dakota, and Cuero, Texas. Devon will also be opening an elementary school STEM center in every primary school on the MHA reservation, and the first adaptive STEM center for special needs children at Special Care in Oklahoma City.



SUSTAINABLE DEVELOPMENT GOALS

United Nations member states adopted 17 Sustainable Development Goals in 2015.

Education is an integral component of sustainable development, providing the platform for meaningful employment, economic growth and technological innovation. Jobs that require a foundation in STEM are increasing annually; however, many underrepresented populations lack access to educational resources in these fields of study. Through partnerships with local foundations, schools and others, Devon seeks to provide early exposure to STEM by supplying resources for, and integrating experiences into, children’s education. In doing so, Devon endeavors to align with the United Nations goal to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



STEM continued

STEM challenges



National STEM Lesson Challenge

Two teachers from the Oklahoma City area won the first-ever national STEM Lesson Challenge hosted by the Cal Ripken, Sr. Foundation and Devon. For the challenge, teachers built original lessons around educational tools already found in their Ripken STEM centers. Judged on educational content and creativity, the lessons had to follow the Next Generation Science Standards and the foundation’s provided STEM center lesson template. The winning lesson plans will be used in STEM curriculum in centers installed in 19 states by the Ripken Foundation.

Partner school wins national STEM Challenge

Students at Mark Twain Elementary School, Devon’s partner school in Oklahoma City, won the Ripken Foundation’s annual national STEM Challenge in 2022 by using the state-of-the-art tools in their STEM center. One of the school’s two competing teams won the competition by creating a multi-level board game called “The Rubber Duck Cleans Up Muck.” The students’ STEM know-how and creative use of STEM tools show how Devon’s investment in installing STEM centers in elementary schools across our operating areas can help unlock students’ full potential. Twain was the first school to receive a Ripken STEM Center almost 20 years ago.

Southwest Airlines and XTO Energy are joining Devon and the Ripken Foundation as sponsors for the engineering-focused 2023 STEM Challenge. Students will use STEM resources in their STEM centers to solve a problem and win a chance to fly to Baltimore and attend a baseball game with Cal Ripken’s team, the Orioles.

Devon connected the Permian Strategic Partnership (PSP) and the Ripken Foundation, which resulted in the PSP approving a plan to add a fully equipped STEM center in 134 Permian Basin elementary schools. The PSP has earmarked funding to measure the impacts of the enhanced STEM opportunities on student progress, and we look forward to tracking the results over time.

Community STEM programs

Devon collaborates with schools and community organizations to enhance access to STEM education. We support innovative STEM programs, especially when they highlight local culture and opportunities to inspire young people to pursue STEM subjects.



Ripken STEM Grant

Our signature STEM program has made more than \$1 million in grants to educators in our U.S. operating areas in the past eight years. In the Oklahoma City area, Devon’s STEM investments improved access to educational opportunities for more than 88,000 K-12 students. In addition, more than 30 Devon grant programs have enabled Oklahoma teachers to enhance their instructional time with students.

STEM Lesson Challenge

The Ripken Foundation and Devon in 2022 challenged educators and STEM mentors to create and submit original STEM lessons using any of the tools in the Ripken STEM Center. The challenge awards selected winners with a piece of the \$5,000 prize pool. In addition to using the tools, lessons were reviewed for content and creativity and had to follow the Next Generation Science Standards. New lessons built through the program will be available to all Ripken Centers nationwide.

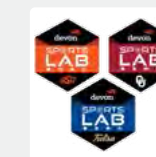


Devon Thunder partnership

We’ve had a long partnership with the Oklahoma City Thunder, whose popularity and visibility help extend the reach of our STEM program. Our joint Explorers program engages young people in STEM activities that explore the science of basketball, and gives special recognition to students who complete STEM challenges. Our programs include Math Hoops, which engages students in the science behind basketball with a fun board game competition.

STEM Signing Day

Devon is partnering with Boeing to celebrate students who commit to study STEM in college. Similar to sports signing days, our STEM signing day honors students from across the state who plan to pursue degrees in fields such as electrical engineering, aerospace and biomedical. More than 20 outstanding students were selected for the 2022 class of honorees.



SportsLab

This multi-year partnership with the University of Tulsa, University of Oklahoma, and Oklahoma State University exposes students to the science, technology, engineering and math behind their favorite sports. Launched in 2022, SportsLab use athletics to enhance comprehension of scientific concepts like physics and velocity. Students are empowered to improve their performance by better understanding the science behind sports. SportsLabs are held at game-day fan fests, as well as half-day workshops and other venues throughout the state.

Design + Do

Since 2018, Devon has given fifth graders a hands-on opportunity to have fun and build STEM skills while solving problems. The children come together at the University of Oklahoma Tom Love Innovation Hub to design and build prototype parade floats using 3D printers, laser cutters and other materials. They then present their creations to a panel of judges.



STEM continued

21,000

minority students served in Devon STEM programs *

72%

of participants in Devon STEM programs were female *

5,100

student engagements at Mark Twain Elementary, Devon's partner school in Oklahoma City

>8,000

hours of STEM engagement at Mark Twain Elementary

* For programs measured

STEM programs in our operating areas (continued)



Girl Scouts

Devon is a long-time partner of the Girl Scouts of Western Oklahoma and a lead contributor to Camp Trivera, an urban STEM camp. Campers learn STEM skills, get leadership opportunities and learn the Girl Scout mission to build girls of courage, confidence and character.

We created the Devon Terra Trooper patch for the Western Oklahoma Council in 2015, expanding it to southeastern New Mexico in 2020 and Tulsa in 2021. Devon geologists and engineers developed the program to engage girls in earth sciences, geology and related topics using age-appropriate STEM activity kits and leader guides. By year-end 2022, more than 2,200 girls had earned the patch for completing a STEM activity.



Oklahoma City Dodgers MVP Program

Devon cosponsors this program with the Triple-A affiliate of MLB's Los Angeles Dodgers to recognize and reward outstanding third and fourth graders for their science and math achievements. Students from over 400 Oklahoma City classrooms are selected to receive tickets to a Dodgers game and the opportunity to attend the MVP Field Day featuring STEM activities. Teachers also receive free tickets to an Oklahoma City Dodgers game where MVPs are honored.



Southwest Alliance for Girls' Enrichment (SAGE)

This week-long SAGE camp is designed to empower girls to think about themselves as future scientists, mathematicians and computer specialists. Campers take interactive field trips to explore various Devon departments where STEM learning has led our professionals to rewarding careers. In 2022, Devon interns volunteered at the SAGE STEAM camp at Southwestern Oklahoma State University, where they saw the girls' eagerness to learn while provided guidance during the competition.



FFA Agriscience Fair

Our partnership with the Oklahoma and Wyoming FFA encourages students to consider the intersections of the agriculture and oil and gas industries. Select students from both states excelled at the 2022 National FFA Convention, bringing home first place in five of the overall 36 judged categories with an additional 16 projects receiving gold ranking, the highest available at the national contest.



FIRST Robotics

We've been a sponsor of the Oklahoma FIRST Robotics regional finals since 2017. The six-week competition pairs teams of young people from across Oklahoma with local engineers, professors and business professionals to solve engineering design problems. FIRST (which stands for "For the Inspiration and Recognition of Science and Technology") is a nonprofit founded in 1989 to inspire young people to join the field of science and technology.



COSTEMA

The mission of the Central Oklahoma STEM Alliance is to enhance STEM education. Devon supports COSTEMA's STEM Leadership Academy, a virtual event that inspires educators by providing professional development opportunities centered around personal leadership, hands-on learning and peer engagement. The educators explore STEM learning and family engagement, with all their STEM learning culminating in the Scissortail Kite Festival.



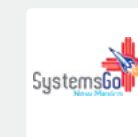
Inspired by Science Camp

In partnership with the Carlsbad Community Foundation, Devon hosts a one-week STEM-focused summer camp for third through fifth graders throughout the Permian Basin region. Students identified as disadvantaged by school counselors receive free admission. The campers are exposed to STEM-related careers, and learn how to solve problems and apply critical-thinking skills during hands-on activities.



Balloon Explorium

The Paper Takes Flight event combines the fun of hot-air ballooning with an education in the science of energy for all fifth graders enrolled in Artesia Public Schools in New Mexico. Students work together to build six-foot balloon envelopes from tissue paper that will launch using heat energy. This engaging, hands-on activity focused on engineering, math and thermodynamics expands on classroom curriculum.



Jal, New Mexico, School Rocketry Program

In this annual competition, Devon pays for students to travel to Houston to present their rocket designs to a team from NASA.



Philanthropy

Enhancing quality of life

Vital social services and opportunities to enjoy arts, culture and nature help make our communities vibrant. Devon's investments in community enrichment align with our value to make a positive and sustainable impact.

Devon is a leading contributor to nonprofit organizations in our operating communities.



\$1.7 MILLION

Our primary annual philanthropic event, the Give for Good campaign, raised \$1.7 million in employee donations and Devon's match in 2022. The Top Gun theme sparked creative fundraising, employee engagement and vendor involvement benefiting the United Way and food banks across the company.

Arts, culture and nature

We're committed to supporting the visual and performing arts that help make our hometown of Oklahoma City a lively and appealing place to live, work and play. Devon funds a variety of local arts and culture organizations, including the Oklahoma City Ballet, Arts Council of Oklahoma City, Oklahoma City Museum of Art, National Cowboy and Western Heritage Museum, and Lyric Theater. We also hold an annual fundraising campaign for Allied Arts to support more than 40 local arts organizations.

We participate in the annual National Public Lands Day in New Mexico, a project to repair and restore public recreation areas, and Ducks Unlimited's Southern Prairies and Playas initiative for sustainable water resources and healthy wetland habitats in southeast New Mexico. Playas can be an important part of a sustainable approach to securing water for communities, as well as a primary habitat for many wildlife species. Devon employees in the Permian Basin support on-the-ground conservation projects focused on playa restoration, including engineering and design, project administration and other activities involved in delivering conservation work.

In 2022, we marked our 15th year contributing funding and volunteers for the Wyoming Conservation Corps (WCC) and its programs to improve public lands in the state. Devon is also a long-time supporter of The Oklahoma Nature Conservancy and its focus on sharing the love of nature and conservation throughout the state. We contribute to its ground stewardship activities, including controlled burning for range management, invasive species control and scientific research. Devon's donations help stand up operations at the newest Blue River preserve, Oka' Yanahli, which encompasses 3,600 acres of native prairie and two miles of river.



Employee Gift Match Program



Devon launched our Employee Gift Match Program in 2022 to amplify employees' support of nonprofit organizations that reflect their personal interests, passions and pursuits. Devon matches individual contributions through the program up to \$10,000 per employee. During 2022, 336 employees donated to 274 different nonprofits for a total of \$1.24 million donated and matched.

Investing in the arts

Devon continued our two decades of support for Lyric Theatre of Oklahoma's annual production of A Christmas Carol by donating \$1 million for new costumes and a set for the 2023 production. This investment in the state's official theatre will enhance the holiday experience for Oklahoma families and the performers for years to come.





Philanthropy continued

Inclusion and Equity Grants

We want to make a real difference in people’s lives, and we listen to stakeholders to find the most effective programs to meet community needs. We created the Devon Inclusion and Equity Grants to put our diversity, equity and inclusion (DEI) beliefs into action with community organizations we’d never worked with before. In 2021, we awarded \$100,000 to our first nine new partner organizations in Oklahoma City, identified with the help of our employee-led DEI Team.

In 2022, we added 11 new, diverse partners in Oklahoma City and continued supporting several 2021 grant recipients. We also made our first grants to four organizations in the Delaware Basin. Our Inclusion and Equity Grants totaled \$268,000 in 2022. To hold ourselves accountable for expanding the reach of our DEI charitable programming, we set and met a 2022 company scorecard goal to cultivate relationships with a number of DEI-focused organizations. In 2023, we’ll make grants in all of our operating areas.

Oklahoma City organizations that were new to our grant program in 2022 are:

Calle Dos Cinco in Historic Capitol Hill (\$5,000) to help fund a year of volunteer-led community events like Fiestas de las Americas and OKCine Latino Film Festival aimed at revitalizing the growing Latino community in Capitol Hill. The events showcase local artists and promote cultural pride and belonging in the Latino community.

Central Oklahoma American Indian Health Council (\$10,000) to assist in providing hearing aids to adult and pediatric patients and reducing the needs for patients to travel to the clinic.

Cristo Rey Oklahoma City Catholic High School (\$62,500) for a work-study program at Devon’s offices for students with limited resources.

Freedom City (\$5,000) for core programs at F.D. Moon Middle School, including Freedom Girls for career exploration and life skills, a caregiver support group and in-school mentoring.

Girl Scouts of Western Oklahoma (\$7,500) to help create a DEI council of local scouts, fund staff resources and expand DEI training opportunities.

India Association of Oklahoma (\$5,000) to help host the India Food & Arts Festival highlighting Indian arts, crafts, music, dance and cuisine, free of charge to Oklahomans.

Latino Community Development Agency (\$12,500) to relaunch the Latino Leadership Club Program and its leadership and education opportunities for local Latino students.

Northeast Oklahoma City Renaissance (\$5,000) for the annual oNE OKC street festival to represent the vision of Northeast Oklahoma City’s future and engage the community.

Oklahoma Center for Community and Justice (\$5,000) for its OKC Youth Leadership Forum to engage high school students in powerful conversations about race relations in Oklahoma and help them advocate for positive change.

Servants Basketball Club to help area minority youth travelling for the organization’s programs by providing a vehicle.

StitchCrew (\$20,000) to support the launch of a comprehensive Business Growth Program to help minority-led women business owners reach scale.

Devon is making Inclusion and Equity Grants to the following Oklahoma City organizations for the second consecutive year:

Foundation for OKC Public Schools (OKCPS) (\$25,000) for financial and academic support for paraprofessionals of color already working in OKCPS to finish college and earn their teaching certification, without any debt. Upon successful completion of the program, they commit to serve as full-time teachers in OKCPS for three years.

Oklahoma City Martin Luther King Jr. Holiday Parade (\$500) for participation fees.

Restore OKC (\$20,000) to assist with funding The Market at EastPoint, a community-led grocery store in Northeast Oklahoma City. Restore OKC pays a third party to manage the store, but all jobs inside the store will be filled by Restore Jobs, which provides jobs to single mothers.

Urban League (\$20,000) to support the social justice program, part of its efforts to promote equality and equity for African Americans.

We’re proud to make our first Inclusion and Equity Grants in the Delaware Basin to these organizations:

Your Safe Space (\$10,000) to support a mentoring program in Hobbs, New Mexico, for young boys without a male figure in their home.

Changing Lives Coalition (\$2,500) for an after-school program providing meals, creative outlets, mentoring and other services for 15 students in sixth through ninth grade in Artesia, New Mexico.

Martin Luther King Jr. Foundation (\$5,000) to fund new STEM programming for up to 25 at-risk youth in Carlsbad, New Mexico, including hiring retired teachers and subject matter experts to provide hands-on learning opportunities.

MyPower (\$7,500) to support mentoring circles for roughly 200 fifth-grade girls in Lea County, New Mexico, to empower them to successfully navigate their teen years.



Philanthropy continued

Community partner brings healthy foods and jobs to Oklahoma City neighborhoods

We've been growing our relationship with RestoreOKC since it was one of Devon's first Inclusion and Equity Grant recipients in 2021. RestoreOKC is focused on improving the health, community and equality in Northeast Oklahoma City. Our partnership developed around the organization's Market at EastPoint, a community-led grocery store that provides access to fresh and healthy foods and jobs for individuals living in minority-populated neighborhoods. The Market served over 22,000 people in 2022. RestoreOKC's impressive urban farm supplies fresh items to the Market and healthy food access programs to local neighborhoods. In addition to the \$45,000 we've granted to RestoreOKC since 2021, Devon has committed additional funds to bolster the farm's infrastructure to allow expanded production and program growth in 2023 and beyond.





Human Rights

Respect and dignity

DEVON'S STATEMENT ON HUMAN RIGHTS

Operating our business in a way that is consistent with human rights expectations is Devon's responsibility, aligns with our core values and is a consideration in all relevant business decisions, plans and activities.

We strongly endorse the Universal Declaration of Human Rights' recognition that the inherent dignity of all members of the human family is the foundation of freedom, justice and peace. Our core values embrace both social progress and economic growth, consistent with the United Nations Guiding Principles on Business and Human Rights, as well as the commitment to empower others. We're guided by the principles articulated in the International Labor Organization's (ILO) Declaration of Fundamental Principles and Rights at Work, including the prohibition on child labor, forced labor and discrimination in the workplace. Devon's commitment to protect human rights is reflected in our Code of Business Conduct and Ethics (code), Corporate Giving Policy, Supplier Qualification Requirements and Environmental, Health and Safety (EHS) Philosophy.

As a U.S.-based company, Devon complies with all federal and state requirements to protect human rights and ensure the rights of indigenous peoples in the U.S. We are committed to the health and safety of our employees, contractors and communities, and to being a responsible steward of the air, land, water and biodiversity value across our operations.

We actively engage with community members where we operate to understand the safety, environmental and human rights impacts of our operations. When assessing and addressing these impacts, we consult with those who may be affected, including indigenous peoples, where possible and appropriate. Devon takes proactive steps to maintain positive and productive relationships with indigenous communities, source indigenous businesses for local employment needs, and invest back into indigenous communities. We respect the significance of indigenous heritage and culture. Where appropriate, we engage third parties to help assess our projects to prevent impact to cultural sites and sensitive wildlife habitat, and our internal Biodiversity Council works to preserve or restore biodiversity value.

We're committed to supporting and strengthening vibrant, safe and educated communities where we operate. Through our Corporate Giving Policy, we focus our resources where we can have the greatest impact and on programs that align with our business goals and values. Working to improve the overall quality of life where we do business makes our communities stronger.

Devon employees are required to follow our code, which provides guidance on human rights issues such as non-discrimination, anti-harassment and equal employment opportunities. Our vendors and suppliers are expected to adopt and adhere to human rights standards, including those in our standard supplier agreements, and we reserve the right to audit our vendors' performance in this area.

Our Ethics and Compliance Helpline is available at all times for any stakeholder to report concerns and potential violations of our code, including any adverse human rights impacts. We will investigate, address and respond to any concerns with the utmost attention. For more on our helpline, see the governance section.

Devon evaluates ways to enhance awareness of human rights issues and engages with our key stakeholders to continue improving our approach.





Workforce

Empowering our people to contribute their best every day

The Workforce section of our 2023 Sustainability Report includes:

Overview	62
Our Employee Experience	63
Diversity, Equity and Inclusion	66

Resource Links:

- [Code of Business Conduct and Ethics](#)
- [Mission Statement, Vision Statement and Core Values](#)
- [Diversity, Equity and Inclusion Vision](#)
- [2022 EEO-1 Report](#)





Overview

Devon sets high standards for operational, financial and ESG performance to meet our stakeholders’ expectations, and our employees consistently deliver results. Guided by our principles of fairness, opportunity and the chance for every employee to fully participate and be heard, we strive to create a work environment where people give their best effort every day.

SUSTAINABLE DEVELOPMENT GOALS

The United Nations has established 17 Sustainable Development Goals (SDGs). They’re part of a globally agreed-upon action plan for organizations seeking to provide affordable energy, produced responsibly to protect the environment, while also promoting peace and prosperity for all people. In this report, we have identified a variety of Devon’s business activities that align with the U.N. SDGs. In the workforce section, look for:



Good Health and Well-being
page 65



Gender Equality
page 66

We’re living our values to support each other, have courage and value diversity as we seek to make a positive and sustainable impact. Devon strives to be a caring and connected company where employees feel they are heard, seen and valued, and have opportunities to contribute and grow.

Devon supports individual, team and company progress with family-friendly workplace practices, wellness programs, and opportunities to make decisions and be accountable for results. We communicate proactively with employees about our goals and performance, and we seek employees’ input and act on their feedback. We’re working to cultivate inclusive, diverse, equitable and respectful communities inside and outside our company.

Workforce Metrics

[EXCEL DOWNLOAD](#)

**Unless otherwise noted, all data presented is pro forma for Devon and WPX.*

	2020	2021	2022
Headcount (total company)	2,022	1,645 ²	1,860 ²
Minorities as a Percentage of Workforce ¹	21%	22%	22%
Women as a Percentage of Workforce ¹	27%	24%	23%
Women in the organization declined by 3% in 2021 primarily related to the WPX merger and location of Devon’s corporate headquarters in Oklahoma City. For WPX employees in Tulsa, a lesser percentage of females were willing to relocate than males.			
Minorities as a Percentage of Leadership	13%	15%	17%
Women as a Percentage of Leadership	20%	15%	16%
Women in leadership declined by 5% in 2021 primarily related to the WPX merger and location of Devon’s corporate headquarters in Oklahoma City. For WPX employees in Tulsa, a lesser percentage of females were willing to relocate than males.			
Years of Service			
Less than 5 years (percent of headcount)	33%	36%	41%
5-9 years	41%	38%	32%
10-14 years	14%	15%	15%
15-19 years	7%	8%	9%
20-24 years	3%	2%	2%
25+ years	2%	1%	1%
Median Age	40	40	40
Attrition Rate	3%	5%	4%

Advancing pay equity

To build the workforce we need, we must offer equitable pay and opportunities across the company. We measure our performance and look for ways to further align our practices with our aspirations.

Peer employee pay equity

The salaries of female and minority employees are, on average, positioned equivalently (+/-2% relative to the applicable pay grade) to those of male and non-minority peers.

Employee base pay compensation

100% of employees make more than \$19/hour and receive an annual performance bonus and long-term incentives.

¹ As defined by the U.S. Equal Employment Opportunity Commission.

² Marginal difference compared to total headcount in EEO-1 due to timing for the calculations.

Taking Action



LEARNING AND DEVELOPMENT

- Increased professional and leadership learning opportunities grounded in Devon’s values and employee feedback.



EMPLOYEE WELL-BEING

- Enhanced our paid time off practices to encourage and support employees to take time off for health, personal and family needs.

- Further improved access to mental health resources through virtual counseling and a dedicated digital mental health platform, and continued our focus on mental health in field safety engagements.

- Provided inflation relief by increasing salaries 2% for all employees below the vice president level and by offering a medical premium holiday through 2024.



DIVERSITY, EQUITY AND INCLUSION

- Progressed a wide range of policies and programs to reduce bias and improve equity and consistency. These included creating leadership development, training and mentoring opportunities, as well as expanding diversity, equity and inclusion (DEI) programming to all employees.

- Increased transparency by disclosing our annual U.S. Equal Employment Opportunity (EEO-1) Report for details on our workforce by race, ethnicity and gender across EEO Commission (EEOC) job categories.

- Met our corporate performance scorecard goal to develop new relationships with charitable organizations involved in DEI programming.



Our Employee Experience

Investing in our employees

At Devon, we listen to our employees. We value our people and invest in their success. Devon focuses on providing personally and professionally fulfilling careers, meaningful benefits and compensation, and a sense of belonging and inclusion. Our workforce is central to and drives our long-term success. We are at our best when all employees are heard, valued and included.

Employee-focused learning opportunities

One of our values is to keep learning and challenging ourselves and each other to be the best and deliver results. In recent years, our employee development was focused on coaching, mentoring and ongoing conversations to help employees focus on what they need to do to make an impact every day.

To build upon these actions and incorporate feedback from employees, in 2022 we refreshed our professional and leadership learning strategy, and corresponding offerings. Feedback was gathered through two all-employee pulse surveys and a learning needs assessment with a representative group of leaders and employees.

Our refreshed strategy directly responds to employees' desire to develop a variety of professional, technical and leadership development skills, and different ways to develop them. Devon's learning ecosystem provides individualized learning paths that balance learners' needs with the company's business priorities. For effective learning, it provides externally supported content and facilitation. Devon leaders support learning with coaching, feedback and on-the-job application.

Partnering with Harvard Corporate Learning, Oklahoma State University and the University of Oklahoma, our development opportunities are focused on:

- Leadership training to build and reinforce fundamental leadership skills at the front line and mid-level, and inclusive leadership awareness and skills.
- Professional training to build business and financial acumen and technology skills.
- Executive coaching with specific development objectives for improving individual and organizational performance.
- Employee and 360-degree feedback to equip leaders to interpret and take action on feedback.

A key component of the ecosystem is the Learner's Network, which supports employees' two most preferred ways to learn: in-person, instructor-led delivery and one-on-one conversations with peers. Learning and development specialists and technical subject matter experts in the network assess and meet employees' ongoing variety of learning needs related to technology, engineering, business analysis, environmental, health and safety (EHS) and other skills.

Listening to employees and acting on their feedback

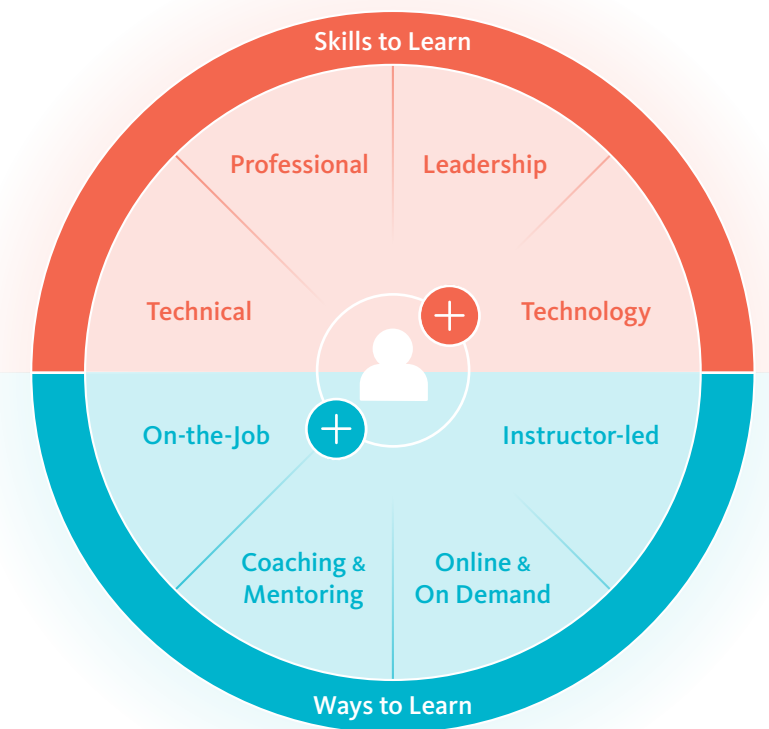
Devon surveys our employees periodically to understand their work experiences and continuously improve how we support team performance. In a survey conducted in early 2023, 84% of our employees responded to questions on engagement, culture, career development, inclusion and diversity, psychological safety and work/life balance.

Overall employee engagement was 82%, seven points higher than the global benchmark. Employees gave the highest scores to leadership commitment to building an inclusive workplace, their understanding of our priorities and how they can help their teams, and confidence in receiving mental health support. The lowest scores related to career advancement.

We take this feedback seriously and provide dashboards to help team leaders review, share and act on team-specific findings. Our human resources group is also reviewing the results to identify companywide trends and opportunities for improvement. We plan to survey employees in fall 2023 to compare results on baseline items, gauge our progress and keep enhancing the team experience at Devon.

Devon's learning and development approach

Developing a variety of skills through different ways of learning



What Devon employees want from learning and development

Coaching & Feedback Conversations

Most requested type of leadership development.

70%

of employee respondents identified business and financial acumen as the most important skills.

#1

preferred way to learn: in-person and instructor-led training.



Our Employee Experience continued

100%
of employees received an annual performance bonus and long-term incentives.

100%
of employees make more than \$19/hour.

Devon offered a medical insurance premium holiday for 2022, 2023, and 2024.

Meaningful compensation, benefits and work practices

We value employees who are open and honest, take ownership and contribute to our company objectives. To cultivate a workforce with these qualities, we start with offering equal opportunity in all aspects of employment and providing competitive compensation and benefits.

Devon offers equitable pay. Salaries of female and minority employees are, on average, positioned equivalently (+/-2% relative to the applicable pay grade) to those of male and non-minority peers. All Devon employees make more than \$19 an hour. We encourage a sharp focus on results by giving every employee an equity stake in our business through annual stock awards and the opportunity to receive an annual cash bonus based on meeting corporate goals. We measure our performance, benchmark against our industry and look for ways to further align our compensation practices with our aspirations.

In 2022, with record-high inflation, we took steps to ease the financial strain facing many of our employees and their families. Halfway through the year, Devon increased salaries 2% for all employees below the vice president level and offered a medical premium holiday through 2024.

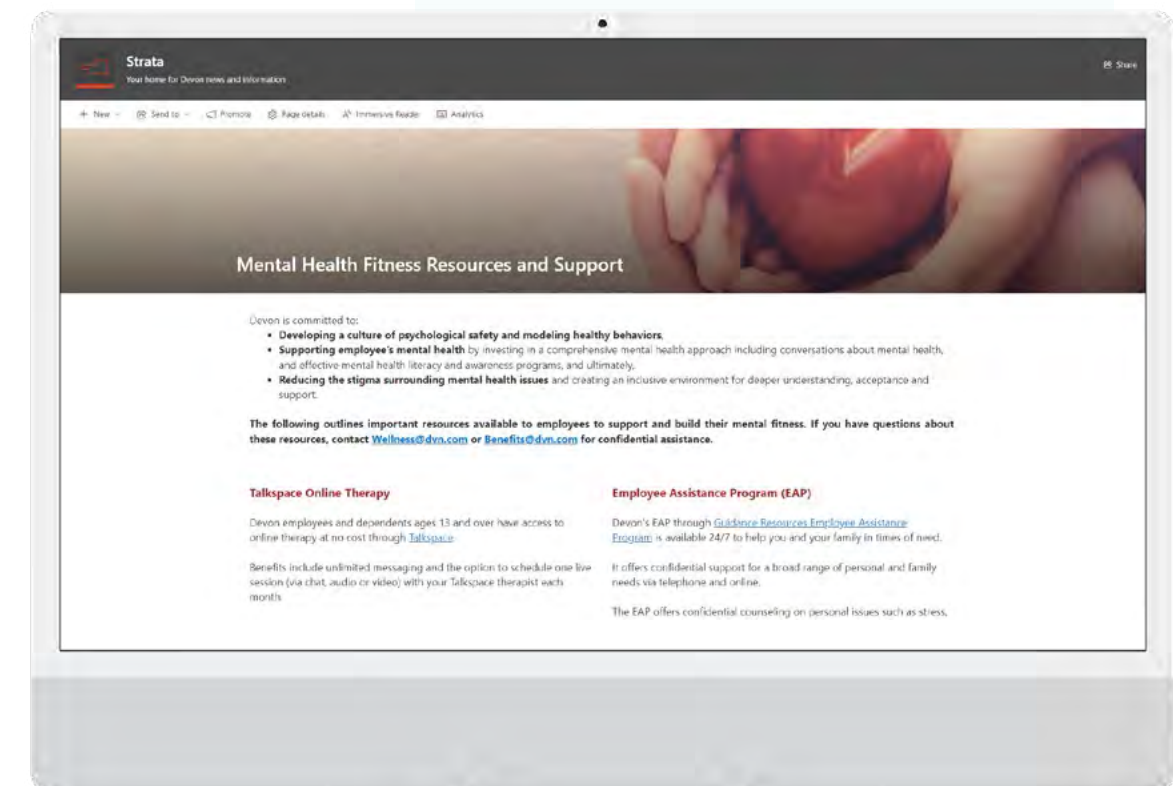
4 weeks
were added to our Paid Family Medical Leave for a total of up to 26 weeks.

2%
salary increase for all employees below the VP level to help offset inflation.

Devon takes a values-driven approach to meeting both the company's business objectives and employees' personal and family needs. Our comprehensive benefits include wellness programs and an Employee Assistance Program (EAP) that provides confidential support on a wide variety of issues to employees and their family members. We offer flexible work schedules, an alternate work schedule (9/80), part-time work, telecommuting and parental paid leave. In 2022, we enhanced our practices by updating our paid time off policy to help ensure our employees take the time to care for themselves and others in their lives. We added four weeks to our Paid Family & Medical Leave (PFML) Policy, for a total of up to 26 weeks of paid medical leave, for an employee's own medically certified health condition and eight weeks of paid maternity leave for the birth of a child. In addition, under PFML, employees are eligible for up to a maximum of 160 hours of paid leave each calendar year for parental leave (including adoption and long-term foster care placement), leave for care of family, bereavement leave and compassion leave. We'll continue to adjust our practices and policies as needed to care for employee needs.

Focus on access to mental health resources

Devon has expanded our resources for mental health since the onset of the COVID-19 pandemic highlighted the need. We offer a cognitive behavioral therapy program through our medical plan to address anxiety, depression, substance abuse and other concerns, as well as digital-based Talk Space therapy services. In 2022, we created a dedicated intranet site that consolidates mental health resources in one place to make it easy and convenient for employees to find the care they need. Based on positive feedback in the field, we continue to have honest discussions about mental health and share information to encourage our workforce to access resources.





Our Employee Experience continued

SUSTAINABLE DEVELOPMENT GOALS

United Nations member states adopted 17 Sustainable Development Goals in 2015.

We aim to deliver tools and resources that support our employees' pursuit of healthy lives, stability and well-being. Devon takes a holistic approach to employee wellness, encouraging physical, mental and financial health. The Doc, a medical clinic we established near our corporate headquarters in Oklahoma City, allows employees and their families to get a high standard of care and personal attention with short wait times. Devon's financial wellness program provides confidential and unbiased financial guidance and a wide range of resources at no cost to employees.



We believe healthy, happy employees who feel financially secure are more likely to come to work ready to give Devon their best effort.

Employee wellness

Devon believes in supporting the well-being of our employees, who balance multiple roles and responsibilities in their personal lives, while delivering results for the company. We consider these expectations when developing programs that can meaningfully improve our employees' physical, mental and financial well-being.

Since establishing our wellness program in 2012, Devon has focused on prevention, convenient tools and high-quality programs. This has contributed to strong productivity and engagement, low absenteeism and high retention rates. Additionally, employee participation in wellness programs has been the driver in holding the company's health care cost inflation well below the national average.

Employees tell us that our offerings help them improve their health and make healthy lifestyle changes. This is why we've maintained the most effective core programs, even during years when we cut costs across the company.

Devon offers wellness resources to enhance well-being, including:

- Cost coverage for annual physical exams, annual vision screenings, two annual dental exams, colonoscopies, mammograms, prostate exams and well-woman exams.
- Onsite mammography twice each year at our Oklahoma City headquarters.

- The Doc medical clinic located near our headquarters where employees and their families can get a high standard of care and personal attention with short wait times. The Doc offers onsite physical therapy, testing and vaccinations, care management focused on chronic conditions and other services.
- Onsite gym at our headquarters and free access to Wellbeats on-demand classes for all employees.
- Telehealth services.
- Onsite physical exams at our locations in Weatherford, Oklahoma, and Hobbs, New Mexico.
- Vaccinations at our field locations.
- Programs for prediabetes, diabetes care, diabetes reversal, tobacco cessation and physician-led weight loss.
- Employee Assistance Program (EAP) that offers employees and their family members 24/7, free access to experienced counselors, financial experts, elder-care consultants and other resources.

Tools and strategies for financial wellness

Concerns about debt, retirement and other personal finance issues can affect an employee's sense of well-being. Our financial wellness program offers confidential and unbiased financial guidance and resources at no cost to employees. These include third-party financial assessments and web-based workshops. Employees can also meet one-on-one with a third-party financial expert once a quarter. By keeping employees informed about the importance of retirement savings, Devon has reached the top of our industry for 401(k) retirement contributions (99.4% of employees participate) and the percentage of paycheck contributions (6.5% of paycheck contributed).

75%

of employees earned the maximum available participation points to receive contributions up to \$2,500 to their health savings account (HSA).

Cost Decrease

Through prudent management of our health plan and high employee engagement in our wellness program, Devon has kept health care costs lower than the national average. Over the past seven years, Devon's cost has decreased slightly while the national average has increased approximately 49%.



Diversity, Equity and Inclusion

We're in this together

It's part of the Devon culture to value differences, include and empower others, and courageously address inequity where it exists. We cultivate an inclusive, diverse, equitable and respectful workplace where our employees can feel a sense of belonging. When we bring together diverse experiences and challenge ourselves to think differently, we believe it leads to innovation and creative problem-solving. Devon also engages with our communities to understand how we can make a difference beyond our workplace.

SUSTAINABLE DEVELOPMENT GOALS

United Nations member states adopted 17 Sustainable Development Goals in 2015.

In an industry where the majority of workers traditionally have been male, Devon is taking steps to increase women's participation in the workforce and to promote equal opportunities for leadership. As Devon looks to the future, we are facilitating training, mentoring and leadership development for women to broaden the company's access to talent and encourage incorporation of diverse perspectives. As of June 2023, our board included four women (36%) and one racially diverse (9%) director, including the board chair and the chair of Devon's Audit Committee.



Our Diversity, Equity and Inclusion (DEI) vision is: Every person contributing to their fullest and making a positive impact every day. To make this a reality, we have active participation from our senior leaders and committed volunteer leaders and allies. We're expanding our DEI programming to bring more employees into the conversation, build understanding and make positive change happen.

- The Devon board of directors endorses our DEI efforts and follows our progress closely.
- The DEI Leadership Team of executives and vice presidents champions strategies to achieve our vision and supports others by coaching, motivating, breaking down barriers and listening.
- The volunteer DEI Team strives to proactively increase awareness, identify challenges, and find innovative ways to achieve our DEI vision and strategy.
- Our Human Resources team guides and advises the DEI Team with strategic support, tools and resources for success.
- We set a corporate scorecard goal to expand the reach of our DEI charitable programming by cultivating relationships with new organizations in 2022, increasing our accountability for DEI progress.

Devon has been taking a deep and critical look at how we fight inequality in the company and our communities since racial strife shook our country and workforce in 2020. Our exploration of racial and social justice continued in 2021 by listening and learning from community DEI thought leaders, and engaging more employees in the DEI conversation to dispel myths and build awareness.

Devon board chair honored as a top woman in energy

The highest leadership position at Devon, chair of the board of directors, is now held by a woman. Barbara Baumann joined the Devon board in 2014 and was chair of the GEPP Committee and a member of the Audit Committee before being appointed to board chair.

During her career, Baumann has held a variety of management and board positions and community leadership roles. Hart Energy selected Baumann as one of Oil and Gas Investor's 25 Influential Women in Energy for 2023, based on her professional achievements, demonstrated leadership skills, and service to the industry and community at large.

"Barbara is a bold and adept leader who brings strategic vision, financial acumen and real-life operational knowledge to her role as board chair," said Devon CEO Rick Muncrief. "Her career is an inspiration to up-and-coming women leaders in our industry."

[READ OUR BOARD CHAIR'S MESSAGE](#)



Most importantly, we are taking action on feedback and suggestions from employees. We're increasing DEI learning opportunities that allow employees the chance to contribute and grow. Devon's leadership is also demonstrating an even greater commitment to DEI.

As part of this commitment, senior leaders reviewed key metrics for hiring, promotions, leadership movement, pay equity and other factors at the company and department level. They had honest, heartfelt conversations with employee DEI leaders about the right things to do to improve DEI at Devon. From these conversations, senior leaders formed work groups to review and implement actions to improve hiring practices, employee benefits, DEI education and leader resources. This resulted in expanded paid leave options, more inclusive and equitable internal and external selection processes, and plans for more frequent improvement discussions.

One of our priorities is to diversify our workforce. We have implemented inclusive hiring practices, introduced improved interviewing techniques and are increasing our talent candidate sourcing capabilities. In addition, our DEI Team discussions about the McKinsey & Company Women in the Workplace 2022 Study revealed opportunities to make some of our policies and practices more family friendly.

What DEI means at Devon

Diversity



We believe it is foundational to Devon's success that our team includes people with a variety of backgrounds, perspectives, experiences and abilities.

Equity



We believe fairness is at the core of our culture, policies and practices, and strive for all employees to have equitable access to opportunities.

Inclusion



We believe in relationships and will ensure all employees feel seen, valued, heard and connected.



Diversity, Equity and Inclusion continued

Our actions in 2022 to be more diverse, equitable and inclusive included:

Policies

- Enhanced Devon’s paid time off policy to provide additional time for all employees to take care of themselves and their families.

Programs

- Increased DEI learning opportunities through guided conversations, book study groups, external speaker events and other programming.
- Implemented recruiting practices to attract diverse candidates, recognize and address bias in decision making, and create a positive candidate experience.
- Introduced scenario-based discrimination and harassment training for all employees focused on speaking up and speaking up for others.
- Prepared diverse candidates for advancement with leadership development and mentoring opportunities.
- Launched the Women’s Leadership Learning Forum hosted by female Devon directors to connect women leaders in exploring leadership topics and forming a meaningful network to support learning and growth.
- Presented the Leading High Performing Teams series on best practices in creating psychological safety, setting clear expectations, feedback and development, and reducing bias.
- Continued sponsoring the Women’s Energy Network of Greater Oklahoma (WEN OK) and Oklahoma Women in Tech (WIT), and supporting women at Devon in being active participants and leaders in these organizations.

Performance

- Increased transparency by disclosing our annual U.S. Equal Employment Opportunity (EEO-1) Report for details on our workforce by race, ethnicity and gender across EEO Commission (EEOC) job categories.
- Made Devon Inclusion and Equity grants to 15 new organizations in Oklahoma City and the Permian Basin in 2022, based on DEI Team recommendations. We also made grants to four organizations for the second year and are expanding the program to other operating areas. See page 58 for more on our Inclusion and Equity Grants program.

Developing tomorrow’s workforce today

Devon’s partnership with Cristo Rey Catholic High School in Oklahoma City is an investment in the school, its students and our future workforce. Cristo Rey received a Devon Inclusion and Equity Grant in 2022 for its work-study program for eight students to get real-world work experience in our headquarters office. The work-study program also accounts for a major part of the private school’s funding to further its mission to make affordable, high-quality, faith-based education available to underserved communities and families of limited means.

Cristo Rey students participate during standard business hours alongside Devon professionals in our accounting, EHS, exploration, mid-continent business unit, information technology (IT), marketing and supply chain groups.

Honoring Our Veterans

Like Devon, the U.S. military values integrity and doing the right thing. We were proud to honor the veterans, military spouses and military family members in our workforce with a special Veteran’s Day ceremony in 2022. At the event held outside Devon Tower in Oklahoma City, service members were recognized by CEO Rick Muncrief and a retired major general, and Devon’s recently formed Veteran Honor Guard raised the company’s new American flag. The celebration included a salute to the armed forces, refreshments and music by the Classen SAS High School Band and Choir. Each veteran received a framed American flag that was properly folded and placed in a branded framed case by members of the Choctaw High School Air Force Junior Reserve Officer Training Corps.



Senior Arianna Luevano brought skills from four previous work-study placements in varied industries to Devon, where she worked on an engineering related project. Her assignment included a presentation about her experience to company employees.

“Engineering has always been a top study for me, but now I’m looking more into it just because of my placement this year.”

Arianna Luevano

U.S. Equal Employment Opportunity Report

Devon is committed to publicly disclosing our annual EEO-1 Reports. The report details the company’s U.S. workforce by race, ethnicity and gender across job categories established by the U.S. Equal Employment Opportunity Commission (EEOC).

[2022 EEO-1 REPORT](#)

Performance Metrics

Environment Performance Metrics¹

**Unless otherwise noted, all data presented is pro forma (Devon + WPX) for U.S. operated assets.*

	2020	2021	2022
Direct GHG Emissions (Scope 1) (million tonnes CO ₂ e) ²	4.98	3.95✓	4.59✓
By Constituent			
Carbon Dioxide (million tonnes CO ₂ e)	4.36	3.44	4.07✓
Methane (million tonnes CO ₂ e)	0.62	0.51	0.52✓
Nitrous Oxide (million tonnes CO ₂ e)	0.003	0.002	0.002✓
By Source			
Flaring/Venting (million tonnes CO ₂ e)	2.99	2.32	1.88
Combustion (million tonnes CO ₂ e)	1.95	1.60	2.69
Other (million tonnes CO ₂ e)	0.04	0.03	0.02
Indirect GHG Emissions from Electricity Use (Scope 2 location-based) (million tonnes CO ₂ e) ³	0.32	0.34✓	0.39✓
Direct and Indirect GHG Emissions (Scope 1 and Scope 2 location-based) (million tonnes CO ₂ e) ^{2,3}	5.31	4.29	4.98✓
Scope 1 and 2 GHG emissions and methane emissions increased in 2022 compared to 2021, primarily driven by the acquisition of RimRock and Validus, as well as an uptick in combustion-related emissions.			
Direct GHG Emissions Intensity (Scope 1) (tCO ₂ e/MBoe) ²	18.19	14.22	15.29✓
Direct and Indirect GHG Emissions Intensity (Scope 1 and Scope 2 location-based) (tCO ₂ e/MBoe) ²	19.36	15.44	16.58✓
Indirect GHG Emissions from Use of Sold Products (Scope 3) (million tonnes CO ₂ e) ^{4,5}	49	84	90
We report indirect emissions from the use of sold products on an equity basis from sources not owned or controlled by Devon; however, it is important to note that Scope 3 emissions estimates are subject to uncertainty, inconsistency and duplication as further described in the Air Emissions section of this report. 2020 estimated Scope 3 emissions are legacy Devon only, while 2021 and 2022 reflects pro-forma Devon + WPX.			
Methane Emissions Intensity (Scope 1) (tCO ₂ e/MBoe) ²	2.28	1.84	1.72✓
Methane Emissions Intensity - Production Segment (Scope 1) (% of natural gas produced) ⁶	0.23%	0.20%	0.19%
Flared Volume (Bcf)	12.3	6.4	3.8
Flaring Intensity (% of natural gas produced) ⁷	1.43%	0.93%	0.51%✓
Energy Used - Fuel and Electricity Use (trillion BTU) ³	31.36	27.18	43.03

	2020	2021	2022
Water Usage (million Bbl) ⁸	98	116	126
Recycled (million Bbl)	37	61	72
Sourced (million Bbl)	61	54	54
Fresh (million Bbl) – Newly Reported in 2022	—	—	9
Water Usage Intensity (Bbl/Boe produced) ⁸	0.32	0.42	0.44
Water Usage Intensity (million Bbl/well completion) ⁸	0.29	0.37	0.35
Water Recycle Rate (recycled water Bbl/water usage Bbl) ⁸	38%	53%	57%
Devon’s total water use for completions activities varies with activity levels, targeted formations and lateral lengths, and includes fresh, non-fresh and recycled water volumes. We seek alternatives to freshwater supplies, where possible.			
Reportable Spill Events Released to the Environment (events)	246	280	413
Reportable Spill Volumes Released to the Environment (barrels)	4,042	5,705	10,858

[EXCEL DOWNLOAD](#)

¹ The environment metrics have been calculated using the best available data at the time of publication. Historical metrics are subject to change as we continuously seek to improve our data management practices, data sources and calculation methodologies in order to provide the highest level of transparency, consistency and accuracy. We report environment metrics on an operated basis, unless otherwise noted.

² We include all reportable emissions under EPA’s Greenhouse Gas Reporting Program (GHGRP) for Devon operated facilities, as well as non-reportable emissions from our production assets and, beginning in reporting year 2019, gathering and boosting assets. We calculate emissions intensities using gross production as reported under the EPA GHGRP for all reporting segments. **Prior year data has been revised to include an additional category of emissions that was not previously reported.**

³ We calculate our Indirect GHG Emissions from Electricity Use (Scope 2) on a location-based methodology using EPA fuel and electricity emissions factors.

⁴ We report indirect emissions from the use of sold products (Scope 3) on an equity basis from sources not owned or controlled by Devon. To estimate our Scope 3 emissions, we rely upon IPIECA’s 2016 guidance document Estimating Petroleum Industry Value Chain (Scope 3) Greenhouse Gas Emissions. Per the IPIECA guidance, we report category 11 “Use of Sold Products” by calculating combustion emissions for our oil, natural gas and marketed natural gas liquids products using emissions factors obtained from the EPA and net equity production reported in Devon’s 2022 Annual Report on Form 10-K.

⁵ Performance is limited to legacy Devon performance only in 2020 and pro-forma Devon + WPX in 2021 and 2022, using net equity production reported in Devon’s 2022 Annual Report on Form 10-K for all three years.

⁶ Our methane emissions intensity rate calculation includes all natural gas produced at Devon operated facilities and all methane emissions from Devon operated facilities associated with the production of oil and natural gas.

[Click here to see Devon’s calculation methodology for methane emissions intensity](#)

⁷ Our flaring intensity rate calculation includes high-pressure flared volumes associated with the production of oil and natural gas.

⁸ Our water usage includes all water sources used in completions activities at facilities operated by Devon in 2022.

✓ ERM CVS provided limited assurance in relation to Devon’s Total Scope 1 GHG emissions and Total Scope 2 GHG emissions (location-based method) for the reporting period January 1, 2021 to December 31, 2021. **Due to subsequent revision of 2021 GHG emissions data owing to calculation refinements that are more representative of some aspects of our operations by including an additional category of emissions, ERM CVS has reassured the revised data for reporting year 2021. For reporting period January 1, 2022 to December 31, 2022, we expanded the scope of the limited assurance to include individual GHG constituents (i.e., carbon dioxide, methane and nitrous oxide), GHG emissions intensity, methane emissions intensity and flaring intensity.**

[Basis of Reporting GHG Emissions](#)
[Independent Assurance Statement](#)

Performance Metrics continued

Safety Performance Metrics

**Unless otherwise noted, all data presented is pro forma (Devon + WPX) for U.S. operated assets.*

	2020	2021	2022
Fatalities (Employee + Contractor workforce)	2	0	1
Total Recordable Incident Rate (TRIR) (Employee + Contractor)	0.43	0.50	0.53
TRIR - Employee	0.36	0.58	0.56
TRIR - Contractor	0.44	0.48	0.53
Serious Incident and Fatality (SIF) Recordable Rate (Employee + Contractor)	0.11	0.07	0.05
Days Away Restricted Transfer (DART) Incident Rate (Employee + Contractor)	0.20	0.33	0.35
DART Incident Rate - Employee	0.24	0.34	0.17
DART Incident Rate - Contractor	0.19	0.32	0.37
Lost Time Incident Rate (LTIR) (Employee + Contractor)	0.12	0.19	0.15
LTIR - Employee	0.16	0.29	0.11
LTIR - Contractor	0.11	0.17	0.16
Preventable Vehicle Incident Rate (per million miles)	1.19	2.37	1.96
Employee Hours (million)	5.0	4.2	3.6
Contractor Hours (million)	24.8	22.8	26.9

Governance Metrics

**Unless otherwise noted, all data presented is pro forma for Devon and WPX.*

	2020	2021	2022
Independent Board Members	82% ¹	73%	73%
As of June 2023, 10 of our 11 board members (91%) qualify as independent under NYSE standards and SEC regulations.			
Women Board Members	27% ¹	27%	27%
As of June 2023, four women (36%) serve on our board of directors, including the chair of Devon's Audit Committee.			
Contributions - Trades and Political (thousands)	\$2,234 ²	\$2,520	\$4,347
With the increased scale of the company following the Devon-WPX merger, Devon's trade association dues have increased.			
Lobbying - Federal and State (thousands)	\$743 ²	\$433	\$751
Devon's lobbying and political activity is disclosed via public agencies, as well as through the company's Political Activity and Lobbying Report available on our website.			

¹ Reflects legacy Devon board composition following the annual election of directors each June.

² Legacy Devon only.

Social Metrics

**Unless otherwise noted, all data presented is pro forma for Devon and WPX.*

	2020	2021	2022
Social Investments (millions)	\$5.3	\$13.7	\$29.6
In 2022, Devon's social investments included \$17.9 million related to humanitarian support and \$4.1 million in one-time gifts for capital projects.			

Workforce Metrics

**Unless otherwise noted, all data presented is pro forma for Devon and WPX.*

	2020	2021	2022
Headcount (total company)	2,022	1,645 ²	1,860 ²
Minorities as a Percentage of Workforce ¹	21%	22%	22%
Women as a Percentage of Workforce ¹	27%	24%	23%
Women in the organization declined by 3% in 2021 primarily related to the WPX merger and location of Devon's corporate headquarters in Oklahoma City. For WPX employees in Tulsa, a lesser percentage of females were willing to relocate than males.			
Minorities as a Percentage of Leadership	13%	15%	17%
Women as a Percentage of Leadership	20%	15%	16%
Women in leadership declined by 5% in 2021 primarily related to the WPX merger and location of Devon's corporate headquarters in Oklahoma City. For WPX employees in Tulsa, a lesser percentage of females were willing to relocate than males.			
Years of Service			
Less than 5 years (percent of headcount)	33%	36%	41%
5-9 years	41%	38%	32%
10-14 years	14%	15%	15%
15-19 years	7%	8%	9%
20-24 years	3%	2%	2%
25+ years	2%	1%	1%
Median Age	40	40	40
Attrition Rate	3%	5%	4%

¹ As defined by the U.S. Equal Employment Opportunity Commission.

² Marginal difference compared to total headcount in EEO-1 due to timing for the calculations.

[EXCEL DOWNLOAD](#)

Reporting Frameworks

Striving for increased transparency

This report was prepared with content correlated to voluntary frameworks and standards established by the Task Force on Climate-Related Financial Disclosures (TCFD), IPIECA, Sustainability Accounting Standards Board (SASB) and United Nations Sustainable Development Goals. Devon continues to strive for increased transparency on issues that are top-of-mind for our stakeholders, as we believe ESG transparency is important to building a sustainable and economically competitive company.



TCFD

Recommendations of the Task Force on Climate-related Financial Disclosures (October 2021)



The TCFD seeks to develop recommendations for voluntary climate-related financial disclosures as a tool for investors and other stakeholders to assess risks associated with climate change. Devon published our fourth Climate Change Assessment Report in 2023, a direct result of our ongoing commitment to transparency.

CORE ELEMENT	TCFD DISCLOSURE	REFERENCE
Governance Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	Climate Change Assessment Report (CCAR), CDP Climate Response, Form 10-K, Proxy Statement, Sustainability Report (SR)-Message from Our Board, SR-Report Summary, SR-Environment Overview, SR-Climate Change, SR-Governance Overview, SR-Corporate Governance, SR-Enterprise Risk Management, SR-Shareholder Engagement
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	CCAR, CDP Climate Response, SR-Environment Overview, SR-Climate Change, SR-Governance Overview, SR-Enterprise Risk Management, SR-Shareholder Engagement
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	CCAR, CDP Climate Response, Form 10-K, SR-Climate Change, SR-Air Emissions, SR-Water Management
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	CCAR, CDP Climate Response, Form 10-K, SR-Climate Change, SR-Air Emissions, SR-Water Management
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CCAR, CDP Climate Response, Form 10-K, SR-Climate Change, SR-Shareholder Engagement
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	CCAR, CDP Climate Response, Form 10-K, SR-Environment Overview, SR-Climate Change, SR-Corporate Governance, SR-Enterprise Risk Management
	b) Describe the organization's processes for managing climate-related risks.	CCAR, CDP Climate Response, Form 10-K, SR-Air Emissions, SR-Climate Change, SR-Enterprise Risk Management, SR-Shareholder Engagement
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	CCAR, CDP Climate Response, SR-Climate Change, SR-Air Emissions, SR-Water Management, SR-Enterprise Risk Management
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	CCAR, CDP Climate Response, CDP Water Response, Form 10-K, Proxy Statement, SR-Report Summary, SR-Performance Targets and Progress, SR-Environment Overview, SR-Air Emissions, SR-Water Management, SR-Performance Metrics
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	CCAR, CDP Climate Response, SR-Report Summary, SR-Environment Overview, SR-Air Emissions, SR-Performance Metrics
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CCAR, CDP Climate Response, CDP Water Response, Form 10-K, SR-Report Summary, SR-Performance Targets and Progress, SR-Climate Change, SR-Air Emissions, SR-Water Management

Reporting Frameworkscontinued

IPIECA

Sustainability reporting guidance for the oil and gas industry (4th edition, 2020)



The primary framework for this report is the Sustainability reporting guidance for the oil and gas industry developed by IPIECA, the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP). The issues and indicators in this guidance have been selected based on industry consensus, together with significant insights and suggestions from an independent panel of stakeholders with expertise in the sector and sustainability reporting.

The IPIECA index identifies where the referenced data may be found in this report or other publicly available disclosures.

IPIECA ISSUE	INDICATORS	REFERENCE
Governance and Business Ethics		
Governance and Management Systems	GOV-1: Governance approach	Climate Change Assessment Report (CCAR), CDP Climate Response, Form 10-K, Proxy Statement, Corporate Governance Guidelines, Code of Business Conduct and Ethics, Sustainability Report (SR)-CEO Letter, SR-Report Summary, SR-Governance Overview, SR-Corporate Governance, SR-Enterprise Risk Management, SR-Shareholder Engagement, SR-Public Advocacy
	GOV-2: Management systems	Climate Change Assessment Report (CCAR), CDP Climate Response, Corporate Governance Guidelines, Code of Business Conduct and Ethics, Code of Ethics for the Chief Executive Officer, Chief Financial Officer and Chief Accounting Officer, SR-About this Report, SR-CEO Letter, SR-Message from Our Baord, SR-Report Summary, SR-Workforce Safety, SR-Governance Overview, SR-Corporate Governance, SR-Enterprise Risk Management, SR-Ethics & Integrity, SR-Emergency Preparedness
Business Ethics and Transparency	GOV-3: Preventing corruption	Ethics & Compliance Hotline, Form 10-K, Anti-corruption Policy, Code of Ethics for the Chief Executive Officer-Chief Financial Officer-Chief Accounting Officer, SR-Ethics and Integrity
	GOV-4: Transparency of payments to host governments	Not applicable
	GOV-5: Public advocacy and lobbying	Political Activity and Lobbying Report, SR-Governance Overview, SR-Public Advocacy, SR-Performance Metrics
Climate Change and Energy		
Climate Strategy and Risk	CCE-1: Climate governance and strategy	CCAR, CDP Climate Response, EHS philosophy, SR-CEO Letter, SR-Message from Our Board, SR-Report Summary, SR-Environment Overview, SR-Climate Change, SR-Governance Overview, SR-Corporate Governance, SR-Enterprise Risk Management, SR-Shareholder Engagement
	CCE-2: Climate risk and opportunities	CCAR, CDP Climate Response, CDP Water Response, Form 10-K, SR-CEO Letter, SR-Report Summary, SR-Performance Targets and Progress, SR-Climate Change, SR-Air Emissions, SR-Water Management
Technology	CCE-3: Lower-carbon technology	CCAR, CDP Climate Response, SR-Performance Targets and Progress, SR-Operations Overview, SR-Environment Overview, SR-Air Emissions, SR-Climate Change
Emissions	CCE-4: Greenhouse gas (GHG) emissions	CCAR, CDP Climate Response, SR-Report Summary, SR-Environment Overview, SR-Air Emissions, SR-Performance Metrics
	CCE-5: Methane emissions	CCAR, CDP Climate Response, SR-CEO Letter, SR-Operations Overview, SR-Environment Overview, SR-Climate Change, SR-Air Emissions, SR-Public Advocacy, SR-Performance Metrics
Energy Use	CCE-6: Energy use	CCAR, CDP Climate Response, SR-Environment Overview, SR-Climate Change, SR-Air Emissions, SR-Performance Metrics
Flaring	CCE-7: Flared gas	CCAR, CDP Climate Response, SR-Report Summary, SR-Performance Targets and Progress, SR-Operations Overview, SR-Environment Overview, SR-Climate Change, SR-Air Emissions, SR-Performance Metrics
Environment		
Water	ENV-1: Freshwater	CCAR, CDP Climate Response, CDP Water Response, SR-Report Summary, SR-Performance Targets and Progress, SR-Operations Overview, SR-Environment Overview, SR-Water Management, SR-Performance Metrics
	ENV-2: Discharges to water	Not Disclosed
Biodiversity	ENV-3: Biodiversity policy and strategy	EHS philosophy, SR-Environment Overview, SR-Land Conservation & Biodiversity
	ENV-4: Protected and priority areas for biodiversity conservation	EHS philosophy, SR-Land Conservation & Biodiversity

IPIECA ISSUE	INDICATORS	REFERENCE
Environment (cont'd)		
Air Emissions	ENV-5: Emissions to air	CCAR, SR-Environment Overview, SR-Climate Change, SR-Air Emissions, SR-Performance Metrics
Spills	ENV-6: Spills to the environment	CCAR, SR-Environment Overview, SR-Spill Prevention, SR-Emergency Preparedness, SR-Performance Metrics
Materials Management	ENV-7: Materials management	CCAR, SR-Operations Overview, SR-Spill Prevention, SR-Water Management, SR-Waste Management, SR-Performance Metrics
Decommissioning	ENV-8: Decommissioning	Not disclosed
Safety, Health and Security		
Workforce Protection	SHS-1: Safety, health and security engagement	EHS Philosophy, SR-CEO Letter, SR-Report Summary, SR-Operations Overview, SR-Safety Overview, SR-Workforce Safety, SR-Cybersecurity, SR-Emergency Preparedness
	SHS-2: Workforce and community health	Form 10-K, EHS Philosophy, SR-Operations Overview, SR-Water Management, SR-Waste Management, SR-Safety & Security Overview, SR-Workforce Safety, SR-Our Employee Experience
	SHS-3: Occupational injury and illness incidents	SR-Report Summary, SR-Safety Overview, SR-Workforce Safety, SR-Performance Metrics
	SHS-4: Transport safety	SR-Workforce Safety
Product Health, Safety and Environmental Risk	SHS-5: Product stewardship	SR-Waste Management, SR-Workforce Safety, Safety Data Sheets, EHS Philosophy Devon does not produce petroleum consumer products.
Process Safety	SHS-6: Process safety	SR-Safety Overview, SR-Workforce Safety, SR-Performance Metrics
Security	SHS-7: Security risk management	SR-Corporate Governance, SR-Enterprise Risk Management, SR-Cybersecurity, SR-Emergency Preparedness
Social		
Human Rights Management	SOC-1: Human rights due diligence	Ethics & Compliance Hotline, Statement on Human Rights, SR-Ethics and Integrity, SR-Human Rights
	SOC-2: Suppliers and human rights	Statement on Human Rights, Supplier Qualification Requirements, SR-Human Rights
	SOC-3: Security and human rights	SR-Human Rights
Labor Practices	SOC-4: Site-based labor practices and worker accommodation	Code of Business Conduct and Ethics, SR-Safety Overview, SR-Workforce Safety
	SOC-5: Workforce diversity and inclusion	EEO-1 Report, Form 10-K, SR-Corporate Governance, SR-STEM, SR-Philanthropy, SR-Workforce Overview, SR-Our Employee Experience, SR-Diversity Equity and Inclusion
	SOC-6: Workforce engagement	Ethics & Compliance Hotline, SR-Workforce Overview, SR-Our Employee Experience
	SOC-7: Workforce training and development	SR-Waste Management, SR-Spill Prevention, SR-Safety and Security Overview, SR-Workforce Safety, SR-Cybersecurity, SR-Ethics & Integrity, SR-Emergency Preparedness, SR-Our Employee Experience, SR-Diversity Equity & Inclusion
Community Engagement	SOC-8: Workforce non-retaliation and grievance mechanisms	Ethics & Compliance Hotline, SR-Ethics & Integrity, SR-Human Rights
	SOC-9: Local community impacts and engagement	SR-About this Report, SR-CEO Letter, SR-Report Summary, SR-Water Management, SR-Land Conservation and Biodiversity, SR-Emergency Preparedness, SR-Public Advocacy, SR-Social Overview, SR-Community Engagement, SR-STEM, SR-Philanthropy, SR-Human Rights, SR-Workforce Overview, SR-Diversity, Equity and Inclusion
	SOC-10: Engagement with indigenous peoples	Statement on Human Rights, SR-Human Rights, SR-Land Conservation & Biodiversity, SR-Community Engagement, SR-STEM
	SOC-11: Land acquisition and involuntary resettlement	Not Applicable
	SOC-12: Community grievance mechanisms	Ethics & Compliance Hotline, Statement on Human Rights, SR-Ethics & Integrity, SR-Human Rights
Local Content	SOC-13: Social investment	Corporate Giving Policy, SR-Report Summary, SR-Social Overview, SR-Community Engagement, SR-STEM, SR-Philanthropy, SR-Diversity, Equity and Inclusion
	SOC-14: Local procurement and supplier development	SR-Community Engagement, SR-Philanthropy
	SOC-15: Local hiring practices	Not Applicable

Reporting Frameworks continued

SASB Oil and Gas Exploration and Production Sustainability Accounting Standard (version 2018-10)

The Sustainability Accounting Standards Board (SASB) connects businesses and investors on the financial impacts of sustainability. SASB’s mission is to help businesses around the world identify, manage and report on the sustainability topics that matter most to their investors.



In response to growing investor interest in SASB, we conducted a comparative analysis using SASB indicators against our current reporting process. As of 2022, we still rely heavily on CDP Climate, CDP Water and our own materiality assessment to determine our top issues and methodologies for reporting. Various SASB indicators request different reporting methodologies but use the same underlying raw data that we use for our CDP responses. As such, Devon intends to use the SASB materiality profile for the oil and gas industry as an additional reference point when assessing the sustainability issues most likely to impact our business. We will determine what additional SASB-specific measurements Devon may adopt in the future based upon future assessments.

SASB TOPIC	CODE	ACCOUNTING/ACTIVITY METRIC	REFERENCE
Greenhouse Gas Emissions	EM-EP-110a.1	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	CCAR, CDP Climate Response, Sustainability Report (SR)-Report Summary,SR-Environment Overview, SR-Climate Change, SR-Air Emissions, SR-Performance Metrics
	EM-EP-110a.2	Amount of gross global Scope 1 emissions from: (1) flared hydrocarbons, (2) other combustion, (3) process emissions, (4) other vented emissions, and (5) fugitive emissions	CCAR, CDP Climate Response, SR-Report Summary, SR-Environment Overview, SR-Climate Change, SR-Air Emissions, SR-Performance Metrics
	EM-EP-110a.3	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	CCAR, CDP Climate Response, SR-Report Summary, SR-Performance Targets and Progress, SR-Climate Change, SR-Air Emissions
Air Quality	EM-EP-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOCs), and (4) particulate matter (PM ₁₀)	Not Disclosed
Water Management	EM-EP-140a.1	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	CDP Water Response, SR-Water Management, SR-Performance Metrics
	EM-EP-140a.2	Volume of produced water and flowback generated; percentage (1) discharged, (2) injected, (3) recycled; hydrocarbon content in discharged water	CDP Water Response, SR-Water Management, SR-Performance Metrics
	EM-EP-140a.3	Percentage of hydraulically fractured wells for which there is public disclosure of all fracturing fluid chemicals used	Not Disclosed
	EM-EP-140a.4	Percentage of hydraulic fracturing sites where ground or surface water quality deteriorated compared to a baseline	Not Disclosed

SASB TOPIC	CODE	ACCOUNTING/ACTIVITY METRIC	REFERENCE
Biodiversity Impacts	EM-EP-160a.1	Description of environmental management policies and practices for active sites	CCAR, CDP Climate Response, GEPP Board Committee Charter, EHS Philosophy, SR-Environment Overview, SR-Air Emissions, SR-Land Conservation and Biodiversity, SR-Water Management, SR-Waste Management, SR-Spill Prevention, SR-Governance Overview, SR-Enterprise Risk Management
	EM-EP-160a.2	Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume impacting shorelines with ESI rankings 8-10, and volume recovered	SR-Environment Overview, SR-Spill Prevention, SR-Performance Metrics
	EM-EP-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	Not Disclosed
Security, Human Rights, and Rights of Indigenous Peoples	EM-EP-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Not Applicable
	EM-EP-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	Not Disclosed
	EM-EP-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Statement on Human Rights, SR-Land Conservation & Biodiversity, SR-Ethics and Integrity, SR-Human Rights
Community Relations	EM-EP-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	SR-Social Overview, SR-Community Engagement
	EM-EP-210b.2	Number and duration of non-technical delays	Not Disclosed
Workforce Health & Safety	EM-EP-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), and (4) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	SR-Safety Overview, SR-Workforce Safety, SR-Performance Metrics
	EM-EP-320a.2	Discussion of management systems used to integrate a culture of safety throughout the exploration and production lifecycle	EHS Philosophy, SR-Report Summary, SR-Operations Overview, SR-Safety Overview, SR-Workforce Safety
Reserves Valuation & Capital Expenditures	EM-EP-420a.1	Sensitivity of hydrocarbon reserve levels to future price projection scenarios that account for a price on carbon emissions	CCAR
	EM-EP-420a.2	Estimated carbon dioxide emissions embedded in proved hydrocarbon reserves	Not Disclosed
	EM-EP-420a.3	Amount invested in renewable energy, revenue generated by renewable energy sales	Not Applicable
	EM-EP-420a.4	Discussion of how price and demand for hydrocarbons and/or climate regulation influence the capital expenditure strategy for exploration, acquisition, and development of assets	CCAR, Form 10-K
Business Ethics & Payments Transparency	EM-EP-510a.1	Percentage of (1) proved and (2) probable reserves in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Not Applicable
	EM-EP-510a.2	Description of the management system for prevention of corruption and bribery throughout the value chain	Anti-Corruption Policy, SR-Ethics & Integrity
Management of the Legal & Regulatory Environment	EM-EP-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Political Activity and Lobbying Report, SR-Governance Overview, SR-Public Advocacy
Critical incident risk management	EM-EP-540a.1	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1)	Not Disclosed
	EM-EP-540a.2	Description of management systems used to identify and mitigate catastrophic and tail-end risks	SR-Workforce Safety, SR-Emergency Preparedness
Activity Metrics	EM-EP-000.A	Production of oil	Form 10-K
		Production of natural gas	Form 10-K
		Production of synthetic oil	Not Applicable
		Production of synthetic gas	Not Applicable
	EM-EP-000.B	Number of offshore sites	Not Applicable
	EM-EP-000.C	Number of terrestrial sites	Website: https://www.devonenergy.com/operations

Reporting Frameworks continued



United Nations Sustainable Development Goals

At Devon, one way we reflect on our role in society is by viewing our work through the lens of the U.N. Sustainable Development Goals, or SDGs. The SDGs are the globally agreed-upon action plan for providing affordable and clean energy, protecting our planet, and promoting peace and prosperity for all people. We identified nine SDGs for which we believe Devon makes the greatest contribution. The following table summarizes those nine SDGs and where discussion of those topics can be found in this report.

SUSTAINABLE DEVELOPMENT GOAL	REFERENCE
SDG Goal 3 – Good Health and Well-Being	SR-Our Employee Experience
SDG Goal 4 – Quality Education	SR-STEM
SDG Goal 5 – Gender Equality	SR-Diversity, Equity and Inclusion
SDG Goal 6 – Clean Water and Sanitation	SR-Water Management
SDG Goal 7 – Affordable and Clean Energy	SR-Climate Change
SDG Goal 8 – Decent Work and Economic Growth	SR-Workforce Safety, SR-Human Rights, SR-Diversity, Equity and Inclusion
SDG Goal 13 – Climate Action	SR- Enterprise Risk Management, SR-Climate Change
SDG Goal 15 – Life on Land	SR-Land Conservation and Biodiversity
SDG Goal 17 – Partnerships for the Goals	SR-Air Emissions



American Exploration & Production Council Framework

The American Exploration and Production Council (AXPC) is a national trade association representing the largest independent oil and natural gas exploration and production companies in the United States. To promote transparency and consistency in ESG reporting among U.S. upstream exploration and production companies, AXPC launched its voluntary ESG Metrics Framework and Template in February 2021. AXPC’s framework includes five key metrics groupings – Greenhouse Gas Emissions, Flaring, Spills, Water Use and Safety. Note, Devon’s performance data presented in this AXPC framework table may differ in scope, definition and methodology from Devon’s reported data elsewhere in this report.

TOPIC	METRIC	2020	2021	2022	ADDITIONAL COMMENTS
Greenhouse Gas Emissions	Scope 1 GHG Emissions (metric tons CO ₂ e)	4,971,433	3,925,508	4,578,911	Devon calculates our direct (Scope 1) GHG and methane emissions by including all emissions reported to the Environmental Protection Agency (EPA) pursuant to the Greenhouse Gas Reporting Program (GHGRP) for onshore production and gathering and boosting assets under our operational control, as well as emissions subject to the GHGRP that fall below the basin-level reporting threshold. AXPC GHG and methane emissions, as shown here, include only emissions for onshore production and gathering and boosting assets that are reportable under the GHGRP and, therefore, exclude emissions that fall below the basin-level reporting threshold
	Scope 1 GHG Intensity Scope 1 GHG Emissions (metric tons CO ₂ e)/Gross Annual Production - As Reported Under Subpart W (MBoe)	18.14	14.14	15.25	
	Percent of Scope 1 GHG Emissions Attributed to Gathering and Boosting Segment	11%	9%	15%	
	Scope 2 GHG Emissions (metric tons CO ₂ e)	320,071	339,086	387,516	
	Scopes 1 & 2 Combined GHG Intensity (Scope 1 GHG Emissions (metric tons CO ₂ e) + Scope 2 GHG Emissions (metric tons CO ₂ e))/Gross Annual Production as Reported Under Subpart W (MBoe)	19.31	15.36	16.54	
	Scope 1 Methane Emissions (metric tons CH ₄)	24,820	20,319	20,614	
	Scope 1 Methane Intensity Scope 1 Methane Emissions (metric tons CH ₄)/Gross Annual Production - As Reported Under Subpart W (MBoe)	0.09	0.07	0.07	
	Percent of Scope 1 Methane Emissions Attributed to Gathering and Boosting Segment	10%	6%	5%	
Flaring	Gross Annual Volume of Flared Gas (Mcf)	12,252,612	6,392,007	3,800,918	
	Percentage of gas flared per Mcf of gas produced Gross Annual Volume of Flared Gas (Mcf)/Gross Annual Gas Production (Mcf)	1.43%	0.93%	0.51%	
	Volume of gas flared per barrel of oil equivalent produced Gross Annual Volume of Flared Gas (Mcf)/Gross Annual Production (Boe)	0.040	0.023	0.013	
Spills	Spill Intensity Produced Liquids Spilled (Bbl)/Total Produced Liquids (MBbl)	0.044	0.068	0.084	

Reporting Frameworks continued

American Exploration & Production Council Framework continued

TOPIC	METRIC	2020	2021	2022	ADDITIONAL COMMENTS
Water Use	Fresh Water Intensity Fresh Water Consumed (Bbl)/Gross Annual Production (Boe)	—	—	0.031	Began disclosing fresh water for reporting year 2022; prior years not available
	Water Recycle Rate Recycled Water (Bbl)/Total Water Consumed (Bbl)	38.0%	53.0%	56.8%	
	Does your company use WRI Aqueduct, GEMI, Water Risk Filter, Water Risk Monetizer, or other comparable tool or methodology to determine the water stressed areas in your portfolio?	Yes	Yes	Yes	
Safety	Employee TRIR # of Employee OSHA Recordable Cases x 200,000 / Annual Employee Workhours	0.36	0.58	0.56	
	Contractor TRIR # of Contractor OSHA Recordable Cases x 200,000 / Annual Contractor Workhours	0.44	0.48	0.53	
	Combined TRIR # of Combined OSHA Recordable Cases x 200,000 / Annual Combined Workhours	0.43	0.50	0.53	
Supporting Data	Gross Annual Oil Production (Bbl)	160,143,612	162,544,851	163,333,634	
	Gross Annual Gas Production (Mcf)	858,964,832	686,792,972	745,884,044	
	Gross Annual Production (Boe)	303,304,417	277,010,346	287,647,641	
	Gross Annual Production (MBoe)	303,304	277,010	287,648	
	Gross Annual Production - As Reported Under Subpart W (MBoe)	274,075	277,668	300,254	
	Total Produced Liquids (MBbl)	507,762	539,141	565,561	
	Produced Liquids Spilled (Bbl)	7,616	13,146	18,699	
	Freshwater Consumed (Bbl)	—	—	8,995,152	Began disclosing fresh water for reporting year 2022; prior years not available
Supporting Data	Recycled Water (Bbl)	37,174,485	61,431,129	71,543,467	
	Total Water Consumed (Bbl)	97,818,723	115,860,453	125,855,854	
	Employee OSHA Recordable Cases	9	12	10	
	Contractor OSHA Recordable Cases	55	55	71	
	Combined OSHA Recordable Cases	64	67	81	
	Annual Employee Workhours	4,957,528	4,159,126	3,577,011	
	Annual Contractor Workhours	24,781,968	22,838,296	26,929,754	
	Methodology	CAPP	CAPP	CAPP	
	Annual Combined Workhours	29,739,496	26,997,422	30,506,765	



American Petroleum Institute Framework

TOPIC	NO.	INDICATOR	UNITS	2020	2021	2022
1. Direct GHG Emissions (Scope 1)	1.1	Direct GHG Emissions (Scope 1) - All GHGs	(million metric tons CO ₂ e)	4.98	3.95	4.59
	1.1.1	Upstream - All GHGs	(million metric tons CO ₂ e)	4.98	3.95	4.59
	1.1.1.1	CH ₄	(million metric tons CO ₂ e)	0.62	0.51	0.52
	1.1.1.2	Upstream Flaring (All GHGs; subset of Scope 1)	(million metric tons CO ₂ e)	1.18	0.60	0.44
	1.1.1.3	Volume of Flares	(mmcf)	13,180	6,790	11,434
	1.1.2	Midstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
	1.1.2.1	CH ₄	(million metric tons CO ₂ e)	N/A	N/A	N/A
	1.1.3	Downstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
	1.1.4	LNG - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
	1.1.5	Oil and Natural Gas Field Services - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
2. Indirect GHG Emissions from Imported Energy (Scope 2)	2.1	Indirect GHG Emissions from Imported Electricity + Heat + Steam + Cooling (Scope 2, Market-based)		0.32	0.34	0.39
	2.1.1	Upstream - All GHGs	(million metric tons CO ₂ e)	0.32	0.34	0.39
	2.1.2	Midstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
	2.1.3	Downstream - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
	2.1.4	LNG - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
3. GHG Mitigation	2.1.5	Oil and Natural Gas Field Services - All GHGs	(million metric tons CO ₂ e)	N/A	N/A	N/A
	3.1	GHG Mitigation from CCUS, Credits, and Offsets	(million metric tons CO ₂ e)	—	—	—
	3.1.1	Carbon Capture Utilization or Storage (CCUS) - All GHGs	(million metric tons CO ₂ e)	—	—	—
	3.1.2	Renewable Energy Credits - (RECs for Indirect Emissions) - All GHGs	(million metric tons CO ₂ e)	—	—	—
4. GHG Emissions Intensity	3.1.3	Offsets - All GHGs	(million metric tons CO ₂ e)	—	—	—
	4.1	Scope 1 + Scope 2 Upstream GHG Intensity	million metric tons CO ₂ e/MBOE	19	15	17
	4.2	Scope 1 Upstream Methane Intensity	million metric tons CO ₂ e/MBOE	2	2	2
	4.3	Scope 1 Upstream Flaring Intensity	million metric tons CO ₂ e/MBOE	4	2	1
	4.4	Scope 1 + Scope 2 Liquids Pipelines Transmission GHG Intensity	million metric tons CO ₂ e/ throughput in barrel-miles	N/A	N/A	N/A
	4.5	Scope 1 Natural Gas Pipelines Transmission & Storage Methane Intensity	%	N/A	N/A	N/A
	4.6	Scope 1 + Scope 2 Downstream GHG Intensity	million metric tons CO ₂ e/MBOE	N/A	N/A	N/A
	4.7	Scope 1 + Scope 2 LNG GHG Intensity	million metric tons CO ₂ e/mmcf	N/A	N/A	N/A
	4.8	Additional Intensity Metrics, if applicable (e.g., further disaggregated by constituent GHG or by more granular business asset, and/or for additional business assets beyond these categories)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			

Reporting Frameworks continued

American Petroleum Institute continued

TOPIC	NO.	INDICATOR	UNITS	2020	2021	2022
5. Indirect GHG Emissions from Consumers' Use of Products (Scope 3)	5.1	Indirect GHG Emissions from Use of Sold Products (Category 11)	(million metric tons CO ₂ e)	49	84	90
	6.1	GHG Reduction Target(s)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	See Performance Targets and Progress section		
	6.2	TCFD-informed reporting	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	See Devon's Climate Change Assessment Report		
6. Additional Climate-Related Targets and Reporting	6.3	Additional Climate Reporting Resources		See Devon's Climate Change Assessment Report		
7. Third-party Verification	7.1	Assurance Level	Limited Assurance	N/A	Yes	Yes
				See Environmental Performance Metrics table		
	7.2	Assurance Provider	ERM CVS	N/A	Yes	Yes
				See Environmental Performance Metrics table		

Disclaimer
This report contains terms, standards and reporting metrics used by IPIECA, Task Force on Climate-Related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB) and United Nations' Sustainable Development Goals (UNSDG, together with IPIECA, TCFD and SASB, the “Frameworks”). The contents of this report are intended as guidance only and may not be comprehensive in scope or coverage, including as to such Frameworks. Devon does not intend to and is not endorsing or adopting phrases, specific terms or recommendations from the Frameworks. Non-financial and non-GAAP information, such as that included in this report, is subject to more potential limitations than financial information, given the methods used for calculating or estimating such information. Devon does not make any express or implied representations or warranties and shall not assume any liability whatsoever for providing guidance or using these Frameworks, or for any errors, mistakes or omissions in this report.

Additionally, the concept of materiality used in this report is not intended to correspond to the concept of materiality associated with the disclosures required by the U.S. Securities and Exchange Commission (the “SEC”). Please refer to our 2022 Annual Report on Form 10-K and our other filings with the SEC for information about the risks and uncertainties to our business and operations, and our industry in general. This report also incorporates a greater number of estimates and assumptions than many of our required disclosures, as well as longer time frames. This means that many of the matters discussed in this report are not, or currently cannot be ascertained to be, “material” as that term is defined by the U.S. federal securities laws. While certain matters discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality used for the purposes of complying with the U.S. federal securities laws, even where we use the

word “material” or “materiality” in this report. Moreover, given the inherent uncertainty of the estimates, assumptions and timelines contained in this report, we may not be able to anticipate whether or the degree to which we will be able to meet our plans, targets or goals in advance.

This report covers our owned and operated businesses and does not address the performance or operations of our suppliers, contractors and partners unless otherwise noted. This report does not distinguish between the activities and operations of our ultimate parent company (Devon Energy Corporation) and those of our subsidiaries.

This report includes “forward-looking statements” as defined by the SEC and federal securities laws. Any statement that is not a historical statement of fact should be treated as a forward-looking statement. Such statements include, without limitation, statements that relate to the manner in which Devon intends to conduct certain of its activities, based on management’s current plans and expectations. Such statements are not promises or guarantees of future conduct or policy and are subject to a number of assumptions, risks and uncertainties, many of which are beyond our control. See the Safe Harbor disclosure at the end of this report. Devon’s actual activities, including the development, implementation or continuation of any goal, program, target or initiative discussed in this report may differ materially in the future. The forward-looking statements in this report speak only as of the date this report is originally published, even if subsequently made available by Devon on its website or otherwise, and are based on management’s expectations as of such date. Devon does not undertake, and expressly disclaims, any obligation to update the forward-looking statements as a result of new information, future events or otherwise.

Safe Harbor
Some of the information provided in this report includes “forward-looking statements” as defined by the SEC and federal securities laws, including, but not limited to, those statements regarding our net zero targets, emission reduction targets and other climate and environmental-related goals, strategies and plans. Forward-looking statements are often, but not always, identified by use of the words “goals,” “achievements,” “forecasts,” “projections,” “estimates,” “plans,” “expectations,” “targets,” “opportunities,” “potential,” “outlook” and other similar terminology. Such statements concerning future performance are subject to a variety of risks and uncertainties that could cause Devon’s actual results to differ materially, and adversely, from the forward-looking statements contained herein. Readers should not place undue reliance on any forward-looking statement. Moreover, many of the assumptions, standards, metrics and measurements used in preparing this report continue to evolve and are based on assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees or promises of future performance. Actual results, conditions and outcomes, whether financial or otherwise, may differ materially, and adversely, from those expressed or implied by any of the forward-looking statements contained in this report due to a variety of factors, including, among others, global socio-demographic and economic trends, energy prices, technological innovations (including, but not limited to, the pace of technological developments with respect to leak detection), climate-related conditions and weather events, legislative and regulatory changes, our ability to gather and verify data regarding environmental impacts, our ability to successfully implement various initiatives throughout the organization under expected time frames, the compliance of various third parties, including our contractors, with our policies and procedures, and legal requirements and other unforeseen events or conditions. Other risks and uncertainties are described in more detail in the “Risk Factors” section of our most recent Form 10-K and in our other filings with the SEC and other disclosures. Devon has not, and does not intend to, independently verify third-party data.

The forward-looking statements provided in this report are based on management’s examination of historical operating trends, the information which was used to prepare reserve reports and other data in Devon’s possession or available from third parties. Devon cautions that its future oil, natural gas and natural gas liquids (“NGL”) production, revenues and expenses are subject to all of the risks and uncertainties normally incident to the exploration for and development, production and sale of oil, natural gas and NGLs. These risks include, but are not limited to, price volatility, inflation or lack of availability of goods and services, environmental risks, drilling risks, political changes, changes in laws or regulations, the uncertainty inherent in estimating future oil and gas production or reserves and, as noted above, other risks identified in our Form 10-K and our other filings with the SEC.



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