

Performance

Performance by year¹

Net equity total

Metric	2021	2022	2023	2024 ^{2,3}	2025
Climate					
Net Equity Greenhouse Gas Emissions (thousand tonnes CO ₂ e)	18,300	18,358	20,070	21,110	24,307
Net Equity GHG intensity (kg CO ₂ e/BOE) ⁴	32.9	28.9	30.1	29.5	28.0
Target Related Net Equity intensity (kg CO ₂ e/BOE) ⁵	32.4	28.5	29.7	29.0	27.7

Operated total⁶

Metric	2021	2022	2023	2024 ^{2,3}	2025
Climate and Air Emissions					
GHG intensity (kg CO₂e/BOE)					
Total GHG Intensity	26.9	23.3	25.3	22.4	19.5
Breakdown by region					
U.S.	20.7	19.0	23.0	19.7	17.3
Canada	55.1	56.3	57.4	50.0	47.2
Norway/UK	20.1	14.2	13.7	13.3	14.3
Australia	25.4	25.8	25.3	25.3	25.2
Equatorial Guinea	N/A	N/A	N/A	N/A	13.7
All Others	44.8	43.3	0	0	5.5
Target Related GHG Intensity ⁵	26.6	22.9	24.9	22.0	19.2
GHGs (thousand tonnes)					
CO ₂ from Operations	15,900	13,229	13,113	13,146	15,533
Breakdown by region					
U.S.	6,200	6,129	6,741	6,733	8,232
Canada	3,400	3,217	3,268	3,124	3,395
Norway/UK	1,200	1,094	1,063	1,114	1,029
Australia	2,100	2,104	2,041	2,175	2,136
Equatorial Guinea	N/A	N/A	N/A	N/A	557
All Others	3,000	685	0	0	183
CO ₂ e from Imported Electricity (Scope 2)	1,000	1,060	1,001	932	1,176
Breakdown by region					
U.S.	600	711	705	671	914
Canada	400	336	283	247	250
Norway/UK	0	14	13	13	11
Australia	0	0	0	0	0
Equatorial Guinea	N/A	N/A	N/A	N/A	0
All Others	0	<1	0	0	0
Methane (CO ₂ e)	1,800	1,758	3,298	2,341	2,808
Breakdown by region					
U.S.	1,600	1,646	3,198	2,250	2,676
Canada	100	46	49	36	40
Norway/UK	0	27	22	20	21
Australia	0	28	29	34	41
Equatorial Guinea	N/A	N/A	N/A	N/A	28
All Others	100	10	0	0	3

Operated total⁶

Metric	2021	2022	2023	2024^{2,3}	2025
Nitrous Oxide (CO ₂ e)	20	21	21	21	26
Breakdown by region					
U.S.	10	8	8	9	9
Canada	0	7	7	7	7
Norway/UK	0	4	3	3	3
Australia	0	2	2	2	2
Equatorial Guinea	N/A	N/A	N/A	N/A	3
All Others	10	1	0	0	1
Total GHGs (thousand tonnes CO ₂ e)	18,720	16,068	17,433	16,438	19,543
CO ₂ e Per Dollars of Revenue (tonnes/\$thousand) ⁷	0.41	0.20	0.31	0.30	0.33
Scope 1 emissions by source category (thousand tonnes CO₂e)⁸					
Flaring	1,900	1,560	2,283	2,184	2,798
Combustion	13,800	11,536	11,402	11,683	13,729
Process Venting	1,500	1,461	2,599	1,319	1,450
Fugitive Venting	220	168	147	319	389
Other ⁹	300	282	<1	2	2
Total Scope 1 Emissions	17,720	15,008	16,432	15,507	18,367
Percent of Scope 1 Emissions Covered by Regulation	38%	43%	39%	42%	36%
Methane					
Methane Intensity (kg CO ₂ e/BOE)	2.6	2.6	4.8	3.2	2.8
Methane Emitted as Percent of Natural Gas Production	0.23%	0.30%	0.61%	0.34%	0.39%
Methane Emitted as Percent of Total Hydrocarbon Production	0.07%	0.07%	0.14%	0.08%	0.08%
Methane Emitted as Percent of Scope 1 Emissions	10%	12%	20%	15%	15%
Flaring					
Routine Flaring Volume (million cubic feet) ¹⁰	1,030	111	13	4	71
Breakdown by region					
U.S.	930	85	13	4	71
Canada	0	0	0	0	0
Norway/UK	0	0	0	0	0
Australia	0	0	0	0	0
Equatorial Guinea	N/A	N/A	N/A	N/A	0
All Others	100	26	0	0	0
Total Flaring Volume (million cubic feet) ¹¹	20,500	17,858	21,867	20,171	25,656
Breakdown by region					
U.S.	17,700	15,972	19,923	17,763	21,244
Canada	200	239	349	448	545
Norway/UK	800	600	464	298	476
Australia	400	666	1,131	1,662	1,483
Equatorial Guinea	N/A	N/A	N/A	N/A	1,692
All Others	1,400	381	0	0	216
Flaring Intensity (Total Flaring Volume as Percent of Gas Produced) ¹²	1.81%	2.39%	3.36%	2.65%	1.90%
Flaring Intensity (Total Flaring Volume MMSCF/Total Production MMBOE)	29.5	25.9	31.8	27.5	25.6
Other air emissions (tonnes)					
Volatile Organic Compounds (VOCs)	96,400	98,508	115,587	76,841	82,388
Nitrogen Oxides (NO _x)	42,000	48,528	47,682	46,200	53,878
Sulfur Oxides (SO _x)	2,900	2,701	2,607	2,947	2,430
Energy use (trillion BTUs)					
Combustion energy	211	199	197	200	237
Imported electricity	6	8	8	8	11
Total energy	217	206	205	208	248
Energy intensity (trillion BTUs/MMBOE)	0.31	0.30	0.30	0.28	0.25

Operated total⁶

Metric	2021	2022	2023	2024 ^{2,3}	2025
Environment					
Water					
Fresh Water Withdrawn (million cubic meters)	9.7	9.2	10.5	8.9	10.8
Fresh Water Consumed (million cubic meters)	7.5	7.3	8.5	7.0	8.7
Fresh Water Consumed in Regions with High Baseline Water Stress	20.0%	2.4%	18.3%	10.4%	17.0%
Non-Fresh water withdrawn (million cubic meters)	55.3	52.6	53.6	47.3	72.9
Produced water recycled or reused (million cubic meters) ¹³	80.0	74.0	73.6	76.7	78.5
Municipal Wastewater Reused (million cubic meters)	1.3	1.8	0.5	2.5	2.2
Produced Water Disposed (million cubic meters)	69	62	71	76	87
Produced Water Discharged Offshore (million cubic meters)	17	15	17	17	15
Hydrocarbons in Overboard Discharges (tonnes)	147	129	129	117	140
Water Intensity					
Unconventional Fresh Water Consumption (barrels/BOE EUR)	0.08	0.06	0.06	0.07	0.07
Conventional Fresh Water Consumption (barrels/BOE)	0.03	0.03	0.03	0.03	0.03
Biodiversity					
Operated Area Overlapping with IUCN Protected Areas	0.03%	0.04%	0.03%	0.03%	0.02%
Number of IUCN Protected Areas Near Operated Assets	8	10	12	12	12
Contributions to Conservation (thousand acres)	n/a	n/a	n/a	66	74
Voluntary Conservation Agreements (thousand acres)	360	470	470	470	485
Number of Operated Assets with IUCN Red List Species	12	12	9	9	11
Liquid hydrocarbon spills to the environment¹⁴					
Number of Spills > 100 Barrels	4	2	0	2	0
Volume of Spills > 100 Barrels (barrels)	734	299	0	777	0
Number of Spills > 1 Barrel	178	99	38	34	48
Volume of Spills > 1 Barrel (barrels)	2,194	861	303	1,087	492
Volume Recovered from Spills > 1 Barrel (barrels)	1,410	496	155	528	219
Liquid hydrocarbon spills in the Arctic¹⁵					
Number of Arctic Spills > 1 Barrel	3	1	2	0	0
Volume of Arctic Spills > 1 Barrel (barrels)	5	5	7	0	0
Volume Recovered from Arctic Spills > 1 Barrel (barrels)	5	5	7	0	0
Wastes (tonnes)¹⁶					
Total Waste Generated	427,900	666,596	1,497,841	1,035,497	787,869
Waste Disposed	236,200	401,088	1,459,766	990,030	757,602
Waste Recycled/Reused	191,700	265,508	38,075	45,467	30,267
Safety¹⁷					
Safety (rate per 200,000 hours worked)					
Workforce Fatalities	0	0	1	1	0
Workforce Total Recordable Rate	0.15	0.14	0.17	0.15	0.15
Workforce Lost Workday Rate	0.04	0.04	0.04	0.05	0.04
Employee Total Recordable Rate	0.14	0.12	0.19	0.11	0.21
Employee Lost Workday Rate	0.05	0.06	0.05	0.04	0.08
Contractor Total Recordable Rate	0.16	0.14	0.16	0.16	0.14
Contractor Lost Workday Rate	0.04	0.04	0.04	0.05	0.04
Process safety (rate per 200,000 hours worked by operations)					
Tier 1 Process Safety Event Rate ¹⁸	0.09	0.05	0.04	0.05	0.04

Operated total⁶

Metric	2021	2022	2023	2024 ^{2,3}	2025
Social¹⁹					
Economic contribution					
Payments to Vendors and Suppliers (\$ billion) ²⁰	7.9	10.9	12.5	13.7	16.2
Shareholder Dividends (\$ billion)	2.4	5.7	5.6	3.6	4.0
Capital Investments (\$ billion)	5.3	10.2	11.2	12.1	12.6
Cash Contributions (\$ million)	33.6	33.9	33.8	42.7	38.9
Global workforce					
Employees at Year-End ²¹	9,900	9,500	9,900	11,800	9,900
Employees — Women	26%	27%	27%	27%	26%
Employees — Men	74%	73%	73%	73%	74%
All Leadership — Women	25%	26%	26%	26%	24%
All Leadership — Men	75%	74%	74%	74%	76%
Top Leadership — Women	22%	25%	26%	26%	26%
Top Leadership — Men	78%	75%	74%	74%	74%
Junior Leadership — Women	25%	26%	26%	26%	24%
Junior Leadership — Men	75%	74%	74%	74%	76%
Petrotechnical — Women	20%	21%	21%	22%	22%
Petrotechnical — Men	80%	79%	79%	78%	78%
Non-U.S. Employees	39%	34%	34%	33%	38%
All Non-U.S. Leadership	41%	35%	33%	31%	35%
Non-U.S. Top Leadership	24%	23%	23%	22%	24%
Non-U.S. Junior Leadership	44%	37%	35%	32%	38%
Avg. Years of Service	11.3	10.9	10.9	10.6	11.0
Avg. Years of Experience	17.5	17.5	17.9	18.0	18.0
Employees by Age Group					
Under 30	8%	8%	7%	8%	7%
30-50	62%	62%	61%	62%	63%
51+	30%	31%	31%	31%	30%
U.S. workforce demographics²²					
Employees — POC ²³	28%	30%	32%	33%	33%
Employees — White	72%	70%	68%	67%	67%
All Leadership — POC	21%	23%	24%	25%	25%
All Leadership — White	79%	77%	76%	75%	75%
Top Leadership — POC	15%	18%	18%	19%	20%
Top Leadership — White	85%	82%	82%	81%	80%
Junior Leadership — POC	23%	25%	26%	26%	26%
Junior Leadership — White	77%	75%	74%	74%	74%
Employees covered by a collective bargaining agreement	4%	4%	4%	3%	4%
Veterans	6%	6%	6%	6%	6%
Employees with disabilities	5%	5%	5%	5%	4%
U.S. population	61%	66%	66%	67%	62%
U.S. Employees by race/ethnicity and gender					
White Women	20.0%	19.9%	19.0%	18.3%	17.9%
White Men	51.8%	49.9%	49.2%	48.8%	49.4%
Hispanic or Latino Women	3.0%	3.6%	3.9%	4.3%	3.9%
Hispanic or Latino Men	11.7%	12.0%	12.4%	12.9%	13.5%
Asian Women	1.9%	2.1%	2.1%	2.4%	2.2%
Asian Men	4.2%	4.3%	4.5%	4.6%	4.6%
Black or African American Women	1.6%	1.7%	1.8%	2.0%	1.7%
Black or African American Men	2.2%	2.5%	2.6%	2.6%	2.5%
American Indian or Alaska Native Women	0.9%	1.0%	1.1%	0.9%	0.8%

Operated total⁶

Metric	2021	2022	2023	2024^{2,3}	2025
American Indian or Alaska Native Men	1.3%	1.4%	1.5%	1.4%	1.6%
Native Hawaiian or Pacific Islander Women	0.1%	0.1%	0.1%	0.1%	0.1%
Native Hawaiian or Pacific Islander Men	0.1%	0.1%	0.1%	0.1%	0.2%
Two+ races Women	0.4%	0.5%	0.6%	0.6%	0.5%
Two+ races Men	0.5%	0.9%	1.1%	1.0%	1.1%
Attrition Rate					
Voluntary Attrition Rate	5.0%	5.6%	3.9%	3.6%	4.4%
Voluntary Attrition — Women	5.3%	5.0%	4.2%	3.7%	4.5%
Voluntary Attrition — Men	4.9%	5.9%	3.9%	3.5%	4.4%
Voluntary Attrition — U.S. POC	4.8%	5.7%	3.1%	2.5%	4.3%
Voluntary Attrition — U.S. White	6.8%	6.7%	4.6%	4.1%	5.4%
Training and development					
Average training hours per employee	18.6	18.4	25.6	23.2	24.0
Average spent on training per employee (dollars)	\$889	\$1,071	\$1,043	\$1,050	\$1,100
Governance					
Board²⁴					
Independent Members	80%	86%	83%	83%	92%
Women	27%	29%	17%	25%	31%
Men	73%	71%	83%	75%	69%
Exploration and production					
Average daily net production²⁵					
Crude oil (MBD)	829	898	936	982	1,145
NGL (MBD)	142	252	287	312	419
Bitumen (MBD)	69	66	81	122	133
Natural gas (MMCFD)	3,162	3,130	3,135	3,433	4,065
Total (MBOED)	1,567	1,738	1,826	1,987	2,375
Total Operated Production (MMBOE)²⁶	694	688	688	733	1,001
Breakdown by region					
U.S.	412	445	463	490	685
Canada	68	64	63	68	78
Norway/UK	63	80	80	86	75
Australia	83	83	82	87	87
Equatorial Guinea	N/A	N/A	N/A	N/A	43
All Others	68	16	0	0	34
Total Proved Reserves at Year-End (million BOE)	6,101	6,599	6,758	7,812	7,637
Proved Reserves in Low-Transparency Countries²⁷	3.6%	3.8%	3.4%	4.5%	4.4%

Notes

- ¹ Refer to our [ISSB index](#) for IFRS S2 requirements and links to where relevant disclosures are located within this report, including performance tables.
- ² The Global Warming Potential (GWP) values from the Fifth Assessment Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC) were adopted in 2024 to align with most reporting methodologies used in the regions we operate, and in alignment with the GHG Protocol. This adjustment applies exclusively to the metrics for the year 2024 onward presented in the performance tables, and to our 2016 baseline target year for GHG intensity, as is standard practice, to ensure consistency between base year and future target years. As a result of this adjustment, the company total gross operated GHG emissions changes for the baseline year 2016 have been revised from 26.8 to 27.4 million tonnes of CO₂e.
- ³ ConocoPhillips began operations of heritage Marathon Oil assets on November 22, 2024. Heritage Marathon Oil emissions data is not included in ConocoPhillips' total GHG metrics for 2024.
- ⁴ The denominator uses net production values reported in the ConocoPhillips Annual Report, which represent the company's equity share of total production.
- ⁵ GHG intensity target excludes emissions from exploration and transportation services (i.e., Polar Tankers and Global Aviation), which are not directly related to oil or gas production.
- ⁶ Data is based on assets where we have operational control. Environmental data is represented as 100% ownership interest and aligned with financial reporting. To provide the most current and accurate data available, we update previously reported data for prior years as needed.
- ⁷ Scope 1 and Scope 2 emissions divided by sales and other operating revenues. Source: ConocoPhillips Annual Report.
- ⁸ Includes CO₂ from operations, methane (CO₂e), nitrous oxide (CO₂e).
- ⁹ Includes emissions related to unplanned events/incidents and emissions from Sulfur Hexafluoride.
- ¹⁰ Routine flaring is defined per the [World Bank's Zero Routine by 2030 initiative](#).
- ¹¹ Total flaring volume represents total hydrocarbon content flared. Nonroutine/safety flaring is included in the total flaring volume.
- ¹² This metric is not associated with the new flaring intensity commitment and does not represent a baseline value. The new flaring intensity commitment will be reported in 2027.
- ¹³ Includes produced water recycled for production steam generation or hydraulic fracturing and reused for enhanced oil recovery.
- ¹⁴ The term "environment" refers to the natural environment, including soil, surface water, groundwater and ice covered surfaces.
- ¹⁵ No spills in this section were deemed as to the environment, per local regulatory requirements.
- ¹⁶ Reported waste metrics were updated to align with Ipeca Sustainability Guidance core reporting elements for materials management.
- ¹⁷ 2024 safety metrics include incidents but do not include work hours November 22, 2024 - December 31, 2024 for heritage Marathon Oil assets.
- ¹⁸ Rate of process safety events of greater consequence as defined by API 752 and IOGP 456 Standards.
- ¹⁹ Social metrics reflect full year economic contributions, including heritage Marathon Oil assets following the acquisition. Workforce metrics reflect all employees at year-end, including heritage Marathon Oil employees.
- ²⁰ Payments to vendors and suppliers is an estimate based on Production and Operating Expenses and Capital Program.
- ²¹ Employee headcount based on active employees as of December 31, 2025.
- ²² U.S. workforce demographics account only for self-reported data.
- ²³ POC: People of Color (includes ethnic/racial groups defined per the U.S. Census).
- ²⁴ As of December 31, 2025.
- ²⁵ Production data is average daily net production from continuing operations. Source: ConocoPhillips Annual Report.
- ²⁶ Data is normalized using barrels of oil equivalent (BOE) from production operations, including gas plant liquid production of ethane, propane, butane and condensate and production from third-party gas not accounted for in production operations. For gas production, 6,000 standard cubic feet of gas is assumed to equal one BOE.
- ²⁷ In the 20 lowest-ranked countries per Transparency International's Corruption Perception Index.

Units of measure

MBD	thousands of barrels per day.
MBOED	thousands of barrels of oil equivalent per day.
MMCFD	millions of cubic feet per day. Represents quantities available for sale and excludes gas equivalent of natural gas liquids.
MMBTU	millions of British Thermal Units.