Energizing the future

2021 Sustainability Report

spire

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A message from our CEO

Suzanne Sitherwood
President and CEO

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We will continue to step forward with innovative solutions that provide value for all stakeholders and protect the planet for future generations.

The energy industry is changing, and we know that natural gas plays a key role in creating a sustainable energy future. As I shared in my message for Our Story, Spire has an important story to tell—one of resiliency and strength—and it's up to each member of the Spire family to share the value that natural gas brings to every day lives. Whether it's warming homes, fueling businesses or advancing communities, one thing is for certain— energy exists to help people.

As the energy landscape shifts and evolves for a more sustainable future, we continue to stay focused on keeping our promise to champion people while caring for the planet we share. Striking that balance is why we published our first corporate social responsibility (CSR) report in 2019. That's when we made a commitment to all stakeholders to measure and report on our CSR efforts across the communities we serve.

Our reporting has expanded over the years to paint a clear picture of the beliefs and commitments that surround our corporate citizenship, and now in our fourth report, we've expanded our sustainability focus and increased our related disclosures on environmental, social and governance (ESG) topics.

With this new approach, we're committed to creating an even clearer and more transparent view of our overall sustainability strategy. And to set the pace for the future, we have formally assigned oversight of sustainability to specific committees of Spire's Board of Directors to monitor strategy and ensure progress is being made on our ESG commitments.

In the pages that follow, you'll learn how we're delivering on our commitments while leaning into our vision for the future: "Make the breakthroughs today that will energize tomorrow."

I'm proud of how we met the challenges of FY21 with drive and grit, all while delivering the affordable, reliable and clean energy that our customers and communities depend on. We will continue to step forward with innovative solutions that provide value for all stakeholders and protect the planet for future generations.
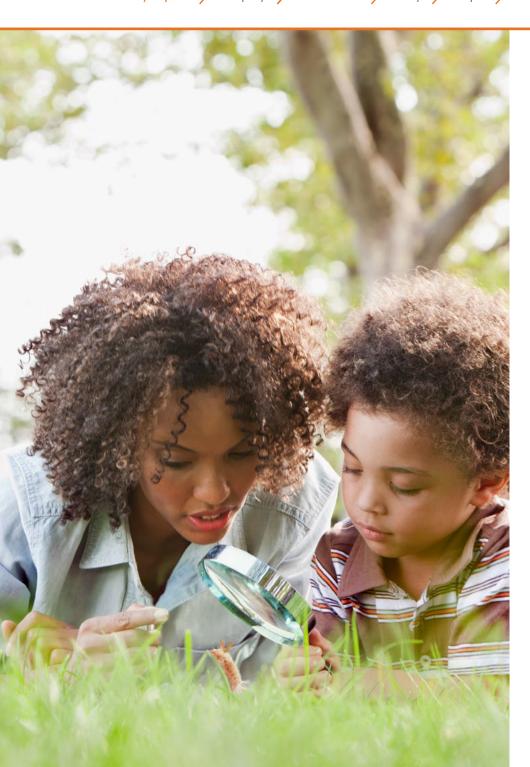
After appointing our first head of environmental commitment in 2021, we created a team to establish our Scope 1 and 2 emissions baseline and develop a plan to meet our environmental commitment to be carbon neutral by midcentury.

About our company

(GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-13, 102-14, 102-15, 102-16, 102-40, 102-42, 102-43, 102-44, 102-47)

Our priorities

Environment

Affordable, reliable and clean natural gas is key to a sustainable energy future, so we're focused on operating our business in an environmentally friendly manner for future generations.

Safety

The safety and well-being of our employees and communities is one of our greatest responsibilities. That's why safety is a core value at Spire.

People

We believe energy exists to help people, so every day Spire employees dedicate their time, talent and passion to serving our customers and communities, and we're focused on developing a diverse and inclusive workforce.

Governance

Our strong financial and operational results are rooted in effective corporate governance practices, which are overseen by our Board of Directors.

2021 highlights

Environment

Established a dedicated team to lead our environmental commitment efforts

Created a baseline for Scope 1 and 2 emissions

ONE FUTURE OUR NATION'S ENERGY

Furthered our membership in the ONE Future Coalition, working with others in our industry to reduce methane emissions across the natural gas value chain

Became a founding limited partner of Energy Capital Ventures' new fund focused on driving natural gas innovation and research in clean energy solutions

68% ▼

Replaced 285.8 additional miles of aging infrastructure, which resulted in a 35% leak reduction per 1,000 system miles of distribution pipeline compared to FY20. This marks a 68% reduction in leaks over the last five years

CH_4

Reduced methane emissions from gas utilities (mains and services) by 46% from 2005 to 2021 as a result of our infrastructure upgrades and leak repair programs

Supported environmental efforts in communities we serve through company efforts, financial contributions and employee volunteerism

On target to reduce gas utility methane emissions by 59% by 2025 and 73% by 2035

Safety

Deployed new technology to reduce motor vehicle accidents

Continued to emphasize a culture of safety and implemented ways to keep our employees and communities safe

21% ▼

Reduced our pipeline damage rate—an important measure in tracking accidental methane emissions—by 21.8% over the last five years

Continued to implement coronavirus safety protocols to keep employees and customers safe

People

Measured our workforce demographics to establish a statistical baseline and identify areas of focus and opportunity for improving diversity

Continued to develop new and innovative ways of building a pipeline of diverse talent while creating opportunities for employees to grow and advance

Conducted a second series of Fresh Perspectives Listening Labs to listen, learn and gain a deeper understanding of our customers' needs and perspectives

Offered energy efficiency programs, including weatherization, rebates and financing, to help customers save energy and money

$6.5M

Surpassed our social investment target with over $6.5 million to support the communities we serve, a 22% increase over our FY20 spend

Developed our commitment to supplier diversity and continued to focus our efforts

Continued our customer outreach efforts to connect customers with needed support and resources, such as enhanced online tools and access to energy assistance

Governance

Formally assigned oversight of sustainability to specific committees of our Board of Directors to monitor strategy and plans, and ensure that progress is made on environmental, social and governance (ESG) commitments

Regularly reviewed our governance practices and continued to update our policies in accordance with stakeholder expectations

Maintained a well-qualified, independent Board of Directors that is 50% female and 20% racially diverse

Monitored and managed risks and opportunities across the organization

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In FY21, we continued to progress toward being a more sustainable company, enhancing our ESG disclosures and putting processes in place to meet our emissions reduction goals.

Steve Lindsey
Chief Operating Officer, Spire Inc.

About Spire

Spire Inc. (NYSE: SR) is headquartered in St. Louis, Mo. We help people fuel their daily lives through our gas utilities serving Alabama, Mississippi and Missouri.

Every day we serve more than 1.7 million customers, making us the fifth largest publicly traded natural gas company in the country. We are transforming our business through growing organically, investing in infrastructure and advancing through innovation.

Our gas-related businesses include Spire Marketing, a Houston-based provider of natural gas marketing and related services to a diverse customer base primarily in the central and southern U.S.; Spire STL Pipeline, a 65-mile pipeline that delivers economical shale gas from the Marcellus and Utica producing regions to our customers in eastern Missouri, while enhancing the resiliency and diversity of our supply; and Spire Storage, a Wyoming-based provider of natural gas storage services to customers in the western U.S.

Spire Storage

Spire Marketing

Spire STL Pipeline

Kansas City

St. Louis

MISSOURI

MISSISSIPPI

Birmingham

Hattiesburg

ALABAMA

Mobile

With a solid foundation grounded by our brand, mission and values, we debuted our new vision statement to all employees in December 2021, reflecting our commitment to continue advancing our industry and creating a company for the future.

Our vision

Make the breakthroughs today that will energize tomorrow

Our mission

Answer every challenge, advance every community and enrich every life through the strength of our energy

Our values

Guided by our mission, we live our core values of safety, inclusion and integrity every day

Sharing the value of natural gas

At Spire, we know natural gas is key to a sustainable energy future, and we're committed to sharing the value of natural gas with others.

Affordable
Households that use natural gas for heating, drying and cooking save an average of $1,000 a year compared to homes using electricity for the same activities.*

Reliable
Natural gas is one of the safest, most reliable energy sources available. Studies have shown that in severe weather, natural gas utilities maintain service to their customers—including places like hospitals that often depend on backup natural gas generators.

Clean
More efficient energy means cleaner energy. 91% of natural gas from the original source makes it directly to your home. In comparison, by the time electricity is generated and transported to you, only 36% of the original energy makes it to your home.*

*American Gas Association

Our sustainability strategy

Commitments

We understand we play an important role in helping to establish and uphold a sustainable energy future for our customers and the communities we serve—and we've made it one of our highest priorities. We recognize that our stakeholders expect us to have a strategy and an action plan around this priority. We're committed to creating a clearer vision of Spire's sustainability journey by:

Establishing a statistical baseline for environmental impacts as well as workforce diversity

Understanding the various levers we can pull to make improvements from our baseline

Creating goals and targets for ESG matters to ensure we have a common understanding of what we are working towards

Developing action plans to reach these goals

Evaluating and reporting on how our initiatives create progress toward these goals

Adapting and adjusting our plans to be accountable to our stakeholders

Goals and progress

In 2020, we became one of the first natural gas companies to commit to being carbon neutral by midcentury, leading the way for others to join us in the effort to care for the planet.

From 2005 to 2021, we reduced methane emissions from our gas utilities (mains and services) by 46% in the communities we serve, and by 2025, we're targeting a cumulative 59% reduction in emissions.

As a result of our pipeline upgrades program, leaks per 1,000 system miles decreased by 35% from FY20. This marks a 68% reduction in leaks over the last five years.

As reported last year, we appointed our first head of environmental commitment and now have a team established to analyze our business impact, understand our carbon footprint and create a plan to meet our environmental goals.

We also made significant progress in measuring our baseline statistics. We created a baseline for Scope 1 and Scope 2 greenhouse gas (GHG) emissions, we furthered our membership in the ONE Future Coalition, evaluated our workforce demographic statistics and conducted a comprehensive review of our governance practices.

In FY22, we're taking what we learned in FY21 to solidify our overall sustainability strategy and establish more concrete goals, metrics and action plans that will be shared in future reports.

From 2005 to 2021, we reduced methane emissions from our gas utilities (mains and services) by 46% in the communities we serve, and by 2025, we're targeting a cumulative 59% reduction in emissions.

Risks and opportunities

We recognize ESG issues pose a variety of risks and opportunities for our business. Our engagement in identifying and understanding these risks and opportunities is crucial to being able to deliver on our promises to our employees, customers, shareholders and other stakeholders. Please see Spire's 2021 Form 10-K for a discussion on ESG risks and opportunities, including climate, policy and regulatory developments, emerging technology and customer growth.

Forward looking statements

The Spire FY21 Sustainability Report contains forward-looking statements as defined by the Securities and Exchange Commission. Spire's future activities may be affected by various uncertainties and risk factors, many of which are beyond our control, including weather conditions, economic factors, the competitive environment and governmental and regulatory policy and action. More complete descriptions and listings of these uncertainties and risk factors can be found in our 2021 Form 10-K.

Stakeholder engagement

We value input from our stakeholders and regularly solicit their comments on our ESG impacts and goals. Our engagement consists of informal and formal feedback throughout the year as outlined below.

Stakeholder groups	Engagement channels	
Banks and Rating agencies	Ongoing dialogue Quarterly updates and presentations	
Customers and Communities	Website Social media Emails Market research Customer satisfaction surveys	Billing statements, inserts and messages Customer service emails and calls Community events and sponsorships Employee volunteering and charitable grants
Employees and Unions	Intranet Leadership communications Trainings Employee surveys and focus groups	Performance reviews Ongoing dialogue and meetings with Union leadership
Government	Filings, letters and other correspondence Public meetings and hearings Direct outreach	
Regulatory agencies	Meetings and direct communication Ongoing outreach Filing applications	
Shareholders and Investment community	Management and Board engagement Direct outreach Quarterly earnings calls and filings Annual shareholders' meeting Conferences and events Ongoing dialogue and interaction	
Suppliers	Supplier meetings and onboarding Supplier Code of Business Conduct	

Memberships and associations

Industry leadership

Spire has a long history of engagement and leadership in the natural gas industry. We believe it's important to participate in industry organizations to stay up to date on issues and trends and to help lead the way forward as the energy industry adapts and changes. Our leaders participate and serve in key roles in many organizations, such as the American Gas Association, ONE Future Coalition, Gas Technology Institute, Midwest Energy Association and Southern Gas Association.

Community leadership

We also seek meaningful leadership and community engagement roles by serving on local, regional and national boards. And, when those organizations align with our company's strategy, we often match that investment of time with a financial commitment. Currently, our top leaders serve on many industry-related, nonprofit business and community boards throughout our service areas. A few examples of our leadership roles include:

- AllianceSTL
- Auburn Government & Economic Development Institute
- Birmingham Business Alliance
- The Civic Council of Greater Kansas City
- Common Ground Alliance
- Economic Development Partnership of Alabama
- Greater St. Louis, Inc.
- Hawthorn Foundation
- KC Area Development Council
- Mid-America Regional Council
- Missouri Chamber of Commerce
- Missouri Partnership
- Mobile Area Chamber of Commerce
- Montgomery Area Chamber of Commerce
- Regional Business Council (St. Louis, Mo.)

Environment

(GRI 103-2, 201-2, 302-2, 302-3, 302-4, 302-5, 303-1, 303-2, 303-3, 304-2, 304-3, 304-4, 305-1, 305-2, 305-3, 305-5, 305-6, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5)
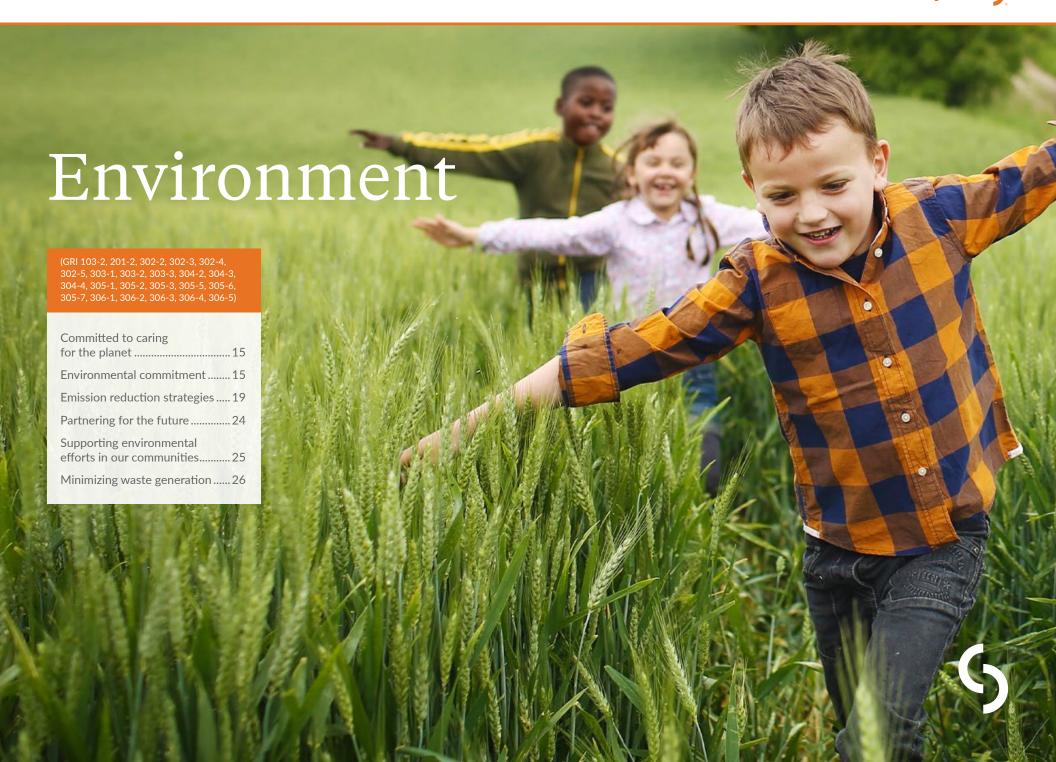
Committed to caring for the planet

As an energy company, we fully embrace our responsibility to care for the environment. We know that affordable, reliable and clean natural gas is key to a sustainable energy future, and we're focused on operating our business in an environmentally friendly manner for generations to come.

Environmental commitment

At Spire, we're committed to making a difference and caring for the planet we love. That's why we were one of the first natural gas companies to commit to becoming a carbon neutral company by midcentury. As we move steadily toward this goal, we're continuing our commitment to make an impact—for customers, communities and our industry.

▷ Learn more about Spire's commitment

Our approach

When we announced our environmental commitment in 2020 we had already made strides toward achieving this goal through our pipeline replacement program. Building on that momentum, we appointed our first head of environmental commitment in 2021 and established a team to lead our environmental efforts.

That team is in the process of defining the strategy and roadmap we'll use to reduce and offset emissions in order to meet our carbon neutral goal by midcentury. The first step was collecting and analyzing data across the company to assess our overall carbon footprint and establish our Scope 1 and Scope 2 emissions baseline.

Scope 1 and 2 emissions baseline

Carbon emissions are classified as both direct and indirect emissions, also known as Scope 1, Scope 2 and Scope 3 emissions. This past year, we established a baseline for Scope 1 and Scope 2 emissions from Spire's transmission, storage and distribution segments as well as business units to determine the emissions reductions required to meet our target. This was a crucial first step to understanding our current state.

- **Scope 1** emissions are direct greenhouse gas (GHG) emissions released from owned or controlled assets, including transmission, storage and distribution segments, as well as our facilities and company vehicles

- **Scope 2** emissions are indirect emissions from purchased electricity and steam

- **Scope 3** emissions include all sources not defined by Scope 1 and Scope 2 and come from assets or sources we don't own or control, but which indirectly impact our natural gas value chain. We have not yet defined our Scope 3 emissions

CO2e* reduction baseline

In FY21, we focused on establishing our company baseline for CO2e reduction, and we're pleased to report that internal processes are now in place to provide visibility into emissions across the company.

We reported a 21,800 metric ton (MT) CO2e reduction, or 5.3%, in FY21 compared to the estimated FY20 levels, primarily due to pipeline upgrades and lower gas usage.

CO2e reduction
Metric ton by fiscal year

	FY20	FY21
Total	410,800	389,000
LDC fugitive	319,800	302,500
Fleet	28,500	29,500
T&S fugitive	22,900	22,400
Gas use	25,600	21,500
Electricity use	14,000	13,100

LDC = local distribution company
T&S = transmission and storage

*CO2e is defined as the number of metric tons of carbon dioxide emissions with the same global warming potential as one metric ton of another greenhouse gas, such as methane – the key component of natural gas
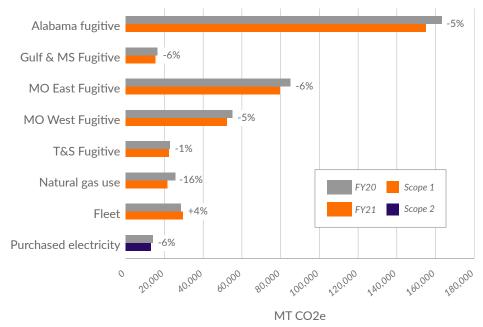
Non-utility operations

As part of our effort to determine a baseline, we partnered with Trinity Consultants, Inc. to calculate GHG emissions for our non-utility operations.

Calculations included both point source (a single identifiable source such as a venting stack) and fugitive emissions (leaks and other irregular releases from pressurized containment, such as storage tanks and pipelines).

These calculations were essential to understanding our carbon footprint for internal planning purposes, and they will be voluntarily reported to the ONE Future Coalition and the American Gas Association. In 2022, we'll establish a plan to address other areas in need of improvement.

Scope 1 and 2 emissions*
Metric ton CO2e by fiscal year

*FY20 data is not designated as Scope 1 or Scope 2 emissions. Those designations are for FY21 data only

Facilities

In FY21, our facilities team partnered with Ross & Baruzzini, an integrated technology, consulting and engineering firm focused on providing solutions for safe, sustainable and resilient facilities. They performed American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Level 1 energy audits and facility assessments at buildings across the company to help establish baselines for our Scope 1 and 2 emissions.

The study was designed to develop recommendations to reduce energy consumption and associated GHG emissions, improve operational efficiencies and reduce maintenance associated with the existing building mechanical, electrical and plumbing systems.

The assessment began with a utility analysis for each building, examining historical utility data to determine how much energy is used for heating compared to cooling. Through benchmarking, we compared the annual energy use to similar buildings based on location, size and space function. A site investigation was then completed to survey the building interior, exterior, mechanical equipment, lighting systems, building automation systems and plumbing fixtures. All the utility analysis, benchmarking and data from the site investigations were used to develop recommendations for improving energy usage at each facility.

For this study, GHG emissions within Scopes 1 and 2 were calculated, including stationary combustion in onsite equipment, fugitive refrigerant emissions and indirect emissions from electricity use. The emissions were calculated by tracking energy consumed onsite and applying emission factors which are determined by the U.S. Energy Information Administration.

In addition to studying energy consumption at our buildings, we also monitor water usage in building facilities by tracking monthly water utility information. Below is a five-year summary of that usage.

Building water usage*
kGal by fiscal year

Fiscal Year	Alabama	Gulf	Missouri	Spire Marketing	Spire Storage	Total
2017	8,778	2,337	11,455	N/A	N/A	22,569
2018	7,213	1,988	13,826	N/A	N/A	23,027
2019	3,889	2,141	13,008	202	24	19,264
2020	4,540	2,192	6,385	186	60	13,363
2021	9,832	3,059	9,279	298	66	22,533

*In terms of water consumption, our operations do not significantly affect water sources

We regularly reclaim boring fluid to reduce water consumption on projects and also conduct hydrostatic testing to confirm strength and detect potential leaks in high pressure pipelines before they are placed into service. Testing typically involves filling a pipeline with an incompressible liquid, usually water, and pressurizing the system for assessment.

Due to the large volume of water sometimes required for this process, we work both internally and with our contractors prior to testing to identify methods to limit municipal water use. Reuse of testing water is one common practice to reduce the amount of new water needed for hydrostatic testing and other activities where water use is required.

A recent example of implementing water reuse during hydrostatic testing occurred in St. Louis, Mo. Approximately 95,000 gallons of hydrostatic test water were used in this multi-stage hydrotest. 14,000 gallons were reused between segments, and all water was discharged to the municipal sewer district for treatment and reuse.

Fleet

All vehicles that burn fuels producing GHGs, whether owned or leased by an organization, fall under Scope 1 emissions. At present, consolidated reporting for fuel use across all of Spire is not available.

To better determine the emissions generated by the vehicles in our fleet, in 2021, we explored options to replace the existing fuel card program with a new system that would provide the necessary data to better calculate and track fuel usage and related emissions for all our retail fuel purchases.

We are currently introducing the new fuel card via a pilot study with a small subset of field personnel to ensure it meets requirements. A plan will then be established for tracking the more accurate and verifiable emissions and fuel usage data gathered from the cards. The next steps to address the balance of fuel usage by company vehicles will be discussed in 2022.

Vehicle fleet management is another focus for our business operations. We are aware that efficient fleet operations can reduce fuel usage on aggregate, which in turn can reduce GHG emissions. In order to do this, we will begin tracking the idle time, fuel use and associated emissions for vehicles where GPS equipment has been installed. This will give us a baseline to create a proactive approach for reducing those emissions in the future.

GHG and ESG tracking software

Currently, Spire manually tracks and documents data required for annual environmental and sustainability reporting, and that data is collected and stored across multiple departments.

Moving forward, we're in the process of streamlining and automating data gathering, cleansing and organizing, as well as implementing an innovative data-driven, cloud-based reporting solution. This platform will reduce risk of future error and provide a fully traceable audit trail, all while providing a robust, globally consistent and standards-based system to accelerate our environmental and sustainability goals.

Having a complete dataset in a centralized location will help us further refine the emissions baseline for all Spire operations, leading to identification of benchmarks and metric tracking. Implementation is anticipated to be completed in 2022.

SPOTLIGHT: Climate change

Task Force on Climate-Related Financial Disclosures

In June 2017, the Task Force on Climate-Related Financial Disclosures (TCFD) issued final recommendations on producing consistent, comparable, clear and reliable corporate disclosures of climate-related information that would support informed decision-making and capital allocation by investors, lenders and insurance underwriters. FY21 is the first year that we are incorporating TCFD disclosures in our reporting. Although this is just a start, we recognize the value of working toward alignment with the TCFD recommendations and importance of remaining accountable to our stakeholders on this critical topic.

Governance

Spire's 2020 commitment to carbon neutrality by midcentury gained momentum in FY21 as we appointed our first head of environmental commitment in 2021 and established a team to lead our environmental commitment efforts. Management and our leadership team are responsible for developing strategy, setting targets and evaluating progress.

To ensure Spire's sustainability efforts are meeting our commitments to stakeholders, we determined it was important to formalize sustainability oversight within the Board. That's why in FY21 the Board delegated authority and responsibility for oversight of environmental sustainability to the strategy committee of the Board. The strategy committee meets quarterly and has begun to hear regular reports on strategy, progress and initiatives to achieve our environmental goals.

A cross-functional team of leaders constitutes the sustainability report steering committee, which oversees the development of our ESG disclosures and is taking an active role in the development of our climate-related risk and opportunities assessment.

Strategy and risk management

Climate change, and regulatory, public policy or legislative changes to address the potential for climate change, could adversely affect operations and financial results of the company. The risks of climate change on our company are described in our 2021 Form 10-K and can generally be categorized

into the following areas: policy and legal, technology, market, reputational and physical risks.

We are aware that although climate change poses a significant risk to our industry, there are also opportunities that exist for improving the way we do business, as well as finding new ways to create resiliency within our business. We continue to discuss and explore those opportunities and how they can be integrated into our corporate strategy.

Metrics and targets

In FY21, we established our Scope 1 and 2 emissions baseline. We will begin looking into aspects of Scope 3 in the near future and will continue to develop our strategy around our total Scope 3 emissions. We are exploring technology, the way we operate our business, and potential investments that would contribute to achievement of our commitment to carbon neutrality, and we will share more developed metrics and targets in future reports.

Emission reduction strategies

Now that we've established our baselines, we're developing a strategy to reduce and offset those emissions. Below are some of the programs and initiatives across the company that play an important role in helping us achieve our targets.

Pipeline upgrades

Energy exists to fuel businesses, cook food, dry clothes, provide hot showers and warm homes. So, our greatest responsibility is making sure that energy is safe, reliable and efficient. Our pipeline upgrades program continues to be a cornerstone of our environmental sustainability efforts. Replacing and upgrading aging infrastructure increases safety while reducing methane emissions and leaks across our distribution system—ultimately bringing us closer to achieving our emissions reduction goals.

68%
reduction in leaks since 2017

From 2005 to 2021, we reduced methane emissions from our gas utilities (mains and services) by 46% due to infrastructure upgrades and leak detection and repair programs that replace higher emitting materials—putting us on target to reduce emissions by 59% by 2025 and 73% by 2035.

Upgrading infrastructure also reduces maintenance costs, improves reliability and ensures the communities we serve have the advanced energy infrastructure needed to fuel economic growth and job creation.

We continued to invest in infrastructure upgrades in FY21 by replacing 285.8 additional miles of aging infrastructure, which resulted in a 35% leak reduction per 1,000 system miles of distribution pipeline compared to FY20. This marks a 68% reduction in leaks since 2017.
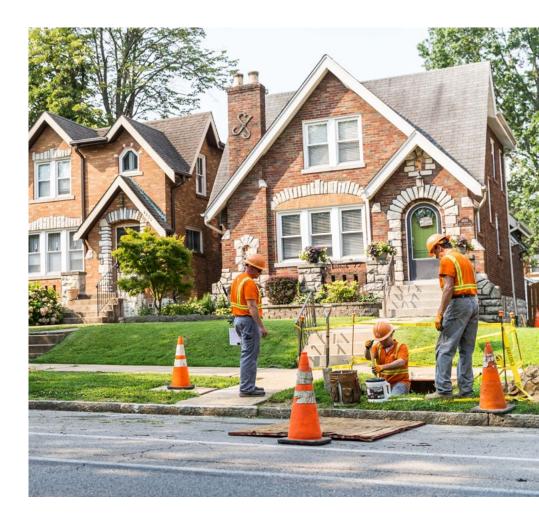
We have established a plan to address unprotected steel and cast-iron mains—which represent nearly half of the fugitive emissions from gas utility distribution operations. The action plan includes fixing leaks, increasing efficiencies and evaluating alternative system designs to avoid emissions where possible.

And by 2025, we anticipate replacing over 1,000 additional miles of aging infrastructure, including cast iron, unprotected bare steel, protected bare steel and vintage plastic.

With nearly $1 billion invested in pipeline infrastructure upgrades since 2017—modernizing pipelines and increasing safety—the energy we provide is more efficient than ever before.

Leaks
Per 1,000 system miles

Year	Value
2017	99.7
2018	75.6
2019	60.4
2020	48.8
2021	31.8

Advanced leak detection technology

Leak detection is an important step in reducing methane emissions from being released into our communities. Our first area of focus is piloting and deploying new technology in conjunction with our leak survey teams.

In 2021, we launched a pilot program using drones for visual inspections in the areas of environmental engineering, field operations and liquified natural gas facilities. As part of the pilot, we're documenting standard operating procedures, data

handling and storage, proper legal and insurance safeguards as well as training a small group of employees to fly methane detection-equipped drones.

We're now exploring future applications of advanced leak detection technology at Spire, including satellites, crewed aircraft, automobiles and fixed sensors.

▷ Watch innovation at Spire

Damage prevention

Our pipeline damage rate—an important measure in preventing accidental methane emissions and improving the safety of employees and customers—hit a record low in FY21.

Damages
Per 1,000 locates

Year	Value
2017	4.78
2018	4.24
2019	3.87
2020	3.89
2021	3.74

The leading cause of damage to our pipeline continues to be excavation by homeowners, contractors and construction crews. We have a comprehensive damage prevention program to educate and inform stakeholders about the importance of calling 811 before digging begins so underground utility lines may be located and marked, as well as what to do if a natural gas pipeline is hit.
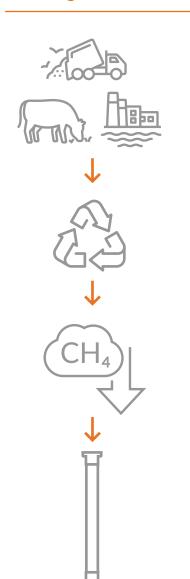
Purging alternatives

A pipeline safety requirement during the construction and maintenance of a distribution pipeline system involves depressurizing that system. Historically, across the industry, this process has been completed by purging the lines and venting natural

gas into the atmosphere. To reduce these emissions, we piloted a mobile temporary compression and vacuum technology that uses a pneumatic pump system to transfer gas from an isolated pipeline to another active, adjacent pipeline. This technology transfers nearly all the gas inside the pipe, reducing jobsite hazards associated with venting while also avoiding the release of methane into the atmosphere.

In a pilot of approximately eight miles of 4.5-inch diameter pipe, the equivalent of 14.3 metric tons of CO_2e was captured and reintroduced into our distribution system. The quantity of CO_2e captured and not released into the environment had the same environmental impact as removing three cars off the road for one year or reducing coal consumption by more than 7.5 tons.

We continue to explore purging alternatives and have updated our purging standard operating procedure (SOP) to include the consideration of additional methods. With the SOP update and completion of a successful pilot project, we're expanding the mobile temporary compression pilot program in 2022.

The basics of renewable natural gas (RNG)

Alternative and renewable energy sources

Part of our strategy to reduce GHG emissions includes evaluating alternative energy sources, such as renewable natural gas (RNG) and hydrogen. The addition of renewables to our portfolio will allow us to reduce emissions from operations while helping our customers to better meet their environmental goals.

Renewable natural gas

RNG is a fossil fuel alternative processed from biogas generated by organic waste. We're currently exploring opportunities to capture methane emissions from landfills, wastewater treatment plants and agricultural sites across our service territories that otherwise would be released into the environment, and then injecting that methane into our natural gas delivery system to heat homes and fuel businesses.

In FY21, we took several major steps toward introducing RNG to our geographies.

We supported the passing of two legislative bills in Missouri that allow utilities to recover prudently incurred costs to procure RNG and invest in infrastructure. The bills are similar to Oregon legislation that paved the way for a statewide RNG tariff. Like the Oregon law, the Missouri alternative fuels bill also provides for investments in renewable hydrogen, a zero-carbon fuel produced in processes such as electrolysis powered by renewable electricity.

We also began introducing proposals to regulators to establish rulemaking that would allow Spire to integrate RNG into our current rate structure for those customers who want access to this renewable product. In FY22, we will continue to work with regulators to finalize rules that will allow us to do so.

Hydrogen

Currently, we're in the process of studying hydrogen and its uses in our gas distribution system, including the availability of surplus renewable energy, the required investment and commodity cost, technical, safety and equipment issues, and the achievable environmental benefits of blending hydrogen into our natural gas supply.

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The addition of renewables to our portfolio will allow us to reduce emissions from operations while allowing our customers to better meet their environmental goals.

Nick Popielski, vice president, economic and business development, and head of environmental commitment
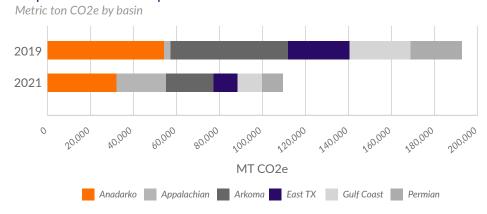
Spire STL Pipeline

The ongoing operation of the Spire STL Pipeline allows us to access natural gas from the Appalachian Basin, one of the geological basins identified by the Environmental Protection Agency for its Mandatory Reporting Rule. Under this rule, emissions are reported on a basin-wide basis for both the Onshore Production and Gathering and Boosting sectors. Benchmarking data shows that the Appalachian Basin has the lowest GHG intensity of the 20 largest-producing basins and that this intensity is 78% lower than the average intensity across all basins.

This means that the C02e emissions per British thermal unit (Btu) of gas extracted from the Appalachian Basin are almost one-fifth of the emissions from a typical production basin. Therefore, the Appalachian Basin via the Spire STL Pipeline provides us access to natural gas that was extracted using production methods with less GHG emissions than that of the natural gas previously purchased for customers in our Missouri East service territory.

Prior to the completion of the Spire STL Pipeline in 2019, approximately 6% of the gas purchased for customers in eastern Missouri originated from the Appalachian Basin. Now with the addition of the Spire STL Pipeline, approximately 54% of the gas for the Missouri East region is from the Appalachian Basin. This equals a reduction of 83,300 metric tons of CO2e from 2019 levels.

Scope 3 emissions from production*
Metric ton CO2e by basin

The above chart reflects emissions from production impacting the Missouri East service region only

Energy efficiency programs

Through weatherization, rebate and financing programs, customers have access to the resources they need to make more energy-efficient choices for their homes and businesses—ultimately leading to lower GHG emissions.

Through our energy efficiency programs in Missouri, our participating customers reduced annual GHG emissions by over 16,000 metric tons of CO2e in 2021. That's the equivalent of GHG emissions from 3,521 passenger vehicles each driven for one year. Currently, our programs only measure the first-year energy savings for participants; however, considerations are being made for measuring lifetime reductions moving forward.

We developed plans and processes for expanding the energy efficiency programs to our Mississippi customers in FY21, and we look forward to sharing our successes in next year's sustainability report.

SPOTLIGHT: ONE > 50 campaign

ONE > 50

Our award-winning ONE > 50 advertising campaign, read as "ONE to 50," is a bold, attention-grabbing effort to symbolize our commitment to the customers and communities we serve—and the planet we love.

It's the first time we've directly educated our communities about the connection between the value of natural gas, our environmental commitment and the services we provide, from pipeline upgrades to rebates and community engagement.

The campaign centers around our commitment to become a carbon neutral company by midcentury—and that starts with all of us working together as one. We brought this commitment to life through an integrated campaign across Alabama and Missouri.

ONE > 50 is meant to be different—to attract attention and to raise people's curiosity.

ONE
A nod to our participation in the ONE Future Coalition, a group of energy companies working together as one to reduce methane emissions by 1% or less by 2025

>
The arrow, or sideway caret, symbolizes that we're headed in one direction toward our goal of being a carbon neutral company

50
Representing 2050 (or midcentury), our goal for being a carbon neutral company

Learn more about ONE > 50

Partnering for the future

With a firm belief that natural gas is a key part of a sustainable energy future, we're stepping up to move our industry forward. This includes joining other natural gas companies to collaborate and find solutions for further reducing methane emissions.

ONE Future Coalition

As part of our environmental commitment, we joined the ONE Future Coalition, a group of more than 50 natural gas producers, midstream operators and utilities working together to reduce methane emissions across the entire natural gas value chain—from production to distribution—and identify common approaches on how we, as an industry, can improve our environmental footprint. Our collective goal is to achieve an average rate of methane emissions that is 1% or less of the total natural gas production and delivery by 2025.

In FY21, we submitted our distribution sector emissions data to ONE Future for the first time and are preparing to submit our transmission and storage sector emissions data for the 2021 reporting period. ONE Future released the 2021 Methane Intensity Report in fall 2021, demonstrating how the emissions

reduction efforts of member companies can contribute to long-term carbon reduction.

> **Our collective goal is to achieve an average rate of methane emissions that is 1% or less of the total natural gas production and delivery by 2025.**

Energy Capital Ventures

We are proud to be a founding limited partner of Energy Capital Ventures' (ECV) new venture capital fund focused on driving natural gas innovation and research in clean energy solutions. The fund, announced publicly on Aug. 9, 2021, identifies top innovators to collaborate with founders, like Spire, on early-stage investments in decarbonization, renewable natural gas, hydrogen and other clean energy solutions, along with transformative digital capabilities for natural gas local distribution companies.

"Advancing through innovation is how we work every day at Spire. That's why we're excited to be a part of ECV, supporting breakthrough innovations to transform how energy is delivered to customers and truly advance our industry," said Spire president and CEO Suzanne Sitherwood. "By matching innovative entrepreneurs with established corporations, ECV can push the boundaries of what's possible in delivering the affordable, reliable, clean natural gas customers depend on."

Spire joins Avista Utilities, Black Hills Corporation, NiSource and Southwest Gas as founding limited partners of ECV.

Gas Technology Institute

Gas Technology Institute (GTI) is a leading, independent non-profit research, development and training organization addressing global energy and environmental challenges. GTI's Research and Development teams work to find solutions that impact energy markets at every phase across the energy value chain.

We are proud to be a member of both the GTI Utilization Technology Development NFP (UTD) and the GTI Operations Technology Development group (OTD).

The UTD is a non-profit research organization that partners with

leading governmental agencies, manufacturers, entrepreneurs, laboratories and researchers to create, develop and demonstrate many affordable products that operate at far higher energy efficiency levels than existing equipment. From 2020 to 2021, over 70 research projects focused on increasing efficiency, integrating more renewable energy, reducing emissions and enhancing reliability and safety for its members' residential, commercial, industrial and transportation customers.

OTD is a member-controlled partnership of natural gas distribution companies formed to develop, test and implement new technologies. The projects are designed to enhance system safety, improve operating efficiencies, reduce operating costs and maintain system reliability and integrity.

Through Spire's ONE Future membership, we are also participating in Veritas, a GTI Differentiated Gas Measurement and Verification Initiative. This initiative is designed to accelerate actions that reduce methane leakage from natural gas systems. The initiative will develop accurate and verified methane emissions intensities and the necessary protocols to calculate measurement-informed methane emissions for natural gas systems by segment.

Supporting environmental efforts in our communities

When we can support the places we call home, while cleaning up and caring for the environment, it's a win-win. Below are some of the organizations we supported this past year.

Forest ReLeaf of Missouri

Through a Spire grant, Forest ReLeaf of Missouri was able to purchase, deliver and plant 1,900 trees in Missouri communities that were impacted by construction work and severe weather over the last two years. These trees will offset more than four million pounds of CO_2 over 30 years. Forest ReLeaf of Missouri operates the only non-profit community-assisted tree nursery in the region. Since its inception in 1993, more than 200,000 trees have been planted throughout Missouri and Illinois.

Green Works

With funding from Spire, Green Works in Kansas City, Mo. piloted an ECO Career Camp for middle school students last summer to encourage them to consider careers in environmental sustainability. Activities included field trips to environmental and science career sites, outdoor testing experiments, hikes, hands-on water and climate related activities, as well as visits with environmental professionals. Our contribution covered the cost for 15 local students to attend the camp.

Cahaba River Society

We continued our multi-year partnership with Cahaba River Society by sending teams of employees to remove evasive plant species along the Cahaba River, the longest substantially free-flowing river in Alabama and among the most scenic and biologically diverse rivers in the United States.

▷ Watch our cleanup efforts

Missouri River Relief

In August 2021, teams of Spire employees, in partnership with Missouri River Relief, helped remove trash and flood debris along the banks of the Missouri River in western Missouri and Mississippi River in eastern Missouri.

Ruffner Mountain clean up

While working on a pipe removal project along Ruffner Mountain in Birmingham, Ala., piles of abandoned tires and a burned-out vehicle were discovered. The debris was not impeding the project, but rather than leave the tires and car behind, our crew spent the time and money for proper removal and disposal of these abandoned materials. In total, we removed approximately 21,850 feet of pipe, one vehicle and 1,600 abandoned scrap tires. Our right of way is now safer, and this area of the nature preserve is free of debris.

Minimizing waste generation

Our waste minimization and recycling programs are one more way we're reducing our environmental impact.

Recycling

We're working with MPS, a third-party vendor, to track waste streams and identify avenues to further minimize waste generation. MPS is currently tracking solid waste disposal quantities at most of our facilities as well as recycling at six of our facilities.

At most office locations and service centers, multiple waste streams are recycled, including:

- Used gas meters
- Office paper
- Cardboard
- Scrap metal
- Used oil
- Tires
- Batteries

Office paper

Office paper is recycled through Shred It across the company. Savings generated as a result of recycling are reported below.

E-waste and batteries

We're developing processes to expand battery recycling and implement more consistent e-cycling for laptops, keyboards and other electronics in 2022.

Chemicals

We responsibly dispose of chemicals like used oil, odorant and other process wastes through recycling or energy recovery, whenever possible.

Sustainable office products

In 2021, we turned our focus to using more sustainable office products. In doing so, we analyzed the list of products being used, identified sustainable replacement options, if available, and selected products that would provide the most immediate impact. We selected 10 office products as a starting point to replace with more sustainable options, with the goal of transitioning in the future.

We're committed to reducing our environmental impact by minimizing waste and enhancing our recycling programs across the company.

Based on current waste tracking methods, the following waste totals were generated and tracked in 2021.*

Municipal Solid Waste	FY21 (Tons)
Yard waste	1,290
Plastic	376
Solid waste	35,342
Construction debris	11

Recycled Material	FY21 (Tons)
Cardboard	596
Mixed	253
Aluminum	29
Iron/Steel	3.2
Appliances	65

Recycled Paper Savings	CY21
Barrels of oil saved	793
Kilowatts of energy saved	307,181
Cubic yards of landfill space saved	264
Gallons of water saved	531,244
Trees saved	1,329

The recycling information is generated for a small portion of our facilities

Employee Safety

(GRI 403-2, 403-3, 403-4)

Advancing a culture of safety

We believe the safety and well-being of our employees is one of our greatest responsibilities. That's why safety is a core value at Spire and why safety is at the heart of our culture.
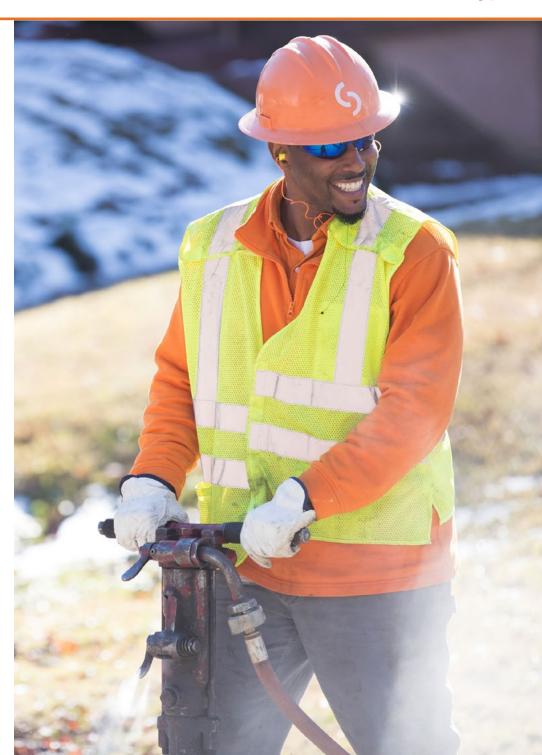
Our approach

We maintain health and safety policies that are designed to comply with all applicable regulations, including OSHA, FMCSA and PHMSA, creating a baseline of safety and compliance. However, having a safety culture means we are always trying to find new and innovative ways to keep people safe, and motivate employees to focus on safety.

To inspire a culture of safety throughout the organization, we have an Executive Safety Council led by our vice president of operations services and safety management systems. From employee training to safety programs, the council is constantly focused on ways to reduce employee injuries, motor vehicle accidents and other workplace incidents.

Safety metrics are incorporated into our annual incentive plan for all employees who work in the field. In FY22, for the first time, our incentive plan for officers includes a safety metric to reinforce that a culture of safety starts with our leaders.

We believe every employee and department across the organization plays a role in promoting a safe work environment. For example, our workers' compensation department oversees a nurse triage line for any employee who has an injury while at work, and our internal audit department performs regular audits of different safety policies. In FY21, the internal audit team completed an audit of Spire's compliance with FMCSA requirements related to our drivers, which allowed us to identify improvements to processes and documentation.

Focusing on a safer workplace

We recognize that continuous improvement in safety requires a focused effort. Here are some of the programs and initiatives we use to encourage everyone to proactively identify and correct potential hazards in the workplace before they present risk.

Safety Summit

In 2021, we hosted the 8th annual Safety Summit where we connected hundreds of employees across Spire to share safety tips, messages and learn from past lessons while hearing from impactful speakers.

Good Catch/Close Call program

The Good Catch/Close Call program allows any employee to submit a safety improvement request to our safety team. Once the request is graded on a scale of 1-5 (with 5 being an immediate need to mitigate and 1 being low level of risk), the employee who submitted the good catch receives a thank you email and notification of the steps being taken to correct the safety hazard.

SafeStart

In the field and in the office, our safety team has found that 95% of employee error is caused by rushing, frustration, fatigue or complacency.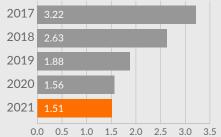 In response, we utilize a training program for employees to improve skills and learn from mistakes. SafeStart teaches employees how to identify the four states (rushing, frustration, fatigue and complacency) that lead to critical errors (eyes not on task, mind not on task, line of fire, balance/traction/grip) in their daily lives and at work. Training leans heavily on shared stories from trainers and those attending the classes. SafeStart training is available to all employees, with the goal of preventing critical errors before they occur. So far, more than 1,700 employees have participated in the SafeStart program, and we keep the training fresh by regularly publishing SafeStart concepts in our safety awareness materials.

Safety cameras

Improving our at-fault motor vehicle accident rate is an ongoing goal, so in FY21 we explored how technology might help our employees become safer drivers. We began installing safety cameras and GPS systems in company vehicles across Missouri in April 2021. Installations began in Alabama, Mississippi and Wyoming in early 2022. The system monitors driving events, driver behaviors, vehicle conditions and GPS information. The data is used to provide real-time coaching to help promote safer driving habits and to better acknowledge and celebrate safe driving.
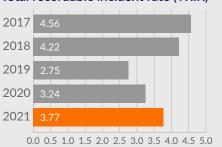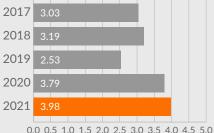
OSHA DART rate*

Year	Value
2017	3.22
2018	2.63
2019	1.88
2020	1.56
2021	1.51

* FY21 DART rate target: 2.00
FY22 DART rate target: 1.40
Calculation = number of cases involving days away from work plus the number of cases involving job transfer or restriction x 200,000/annual hours actually worked

Total recordable incident rate (TRIR)*

Year	Value
2017	4.56
2018	4.22
2019	2.75
2020	3.24
2021	3.77

* FY21 TRIR target: 2.50
FY22 TRIR target: 2.50
Calculation = total number of OSHA recordable cases x 200,000/annual hours actually worked

Motor vehicle accident rate*

Year	Value
2017	3.03
2018	3.19
2019	2.53
2020	3.79
2021	3.98

* FY21 MVA target: 2.34
FY22 MVA target: 3.07
Calculation = number of reportable motor vehicle accidents x 1,000,000/total miles driven

Continuing coronavirus response

The coronavirus pandemic has challenged us to think of innovative ways we can answer new challenges we're facing at home, at work and in our communities. The past year was an extraordinary time when we needed to keep our workforce engaged but also help employees manage illnesses, quarantines and school closures.

As the pandemic progressed, we continued to prioritize the health and safety of our employees, customers and communities. Our cross-functional incident support team led us through the evolving landscape and implemented a range of measures, including:

- Following strict protocols for entry into all premises to ensure safe service to customers
- Allowing employees to work from home if their job duties could be performed remotely
- Restricting non-essential travel and participation in large events and gatherings
- Developing gradual return-to-work plans for our remote workforce

- Following recommendations from the Centers for Disease Control and Prevention to evolve our safety protocols over the course of the pandemic
- Providing paid leave to employees who needed to quarantine or take care of a family member due to a coronavirus infection
- Encouraging employees to get vaccinated and boosted as well as facilitating employee vaccinations with paid time off and other incentives
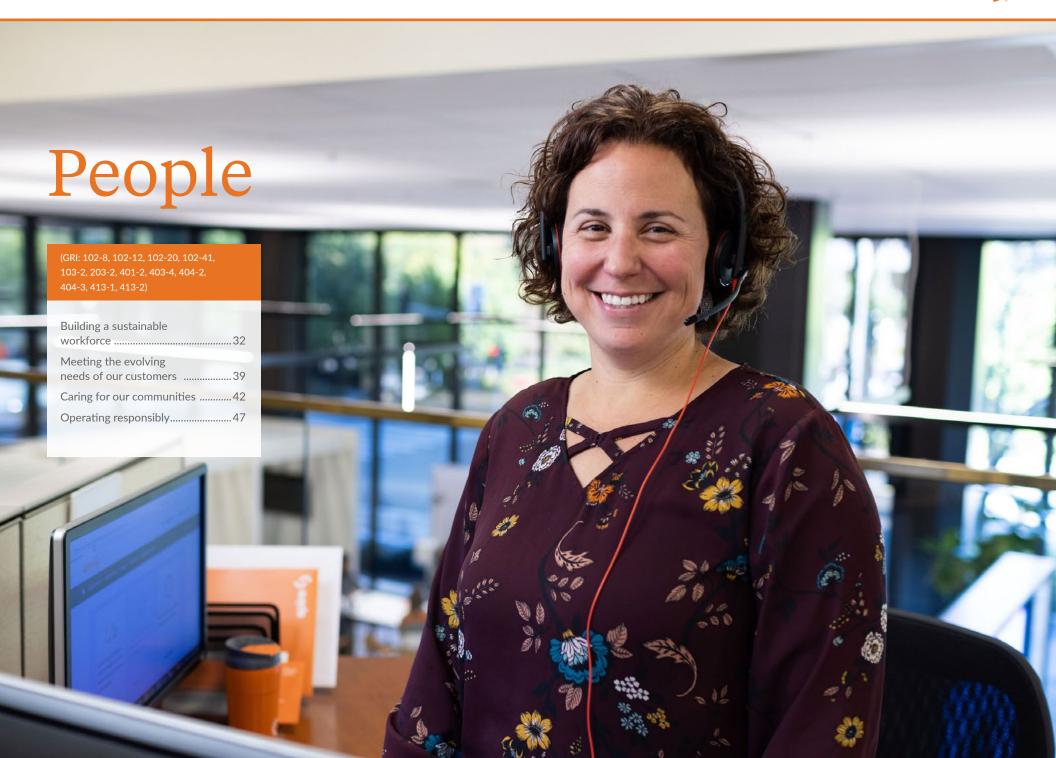
The Board has maintained oversight of Spire's continued response to the pandemic through regular reporting from management. Consistent with FY20, we did not furlough or lay off any employees in FY21.

People

(GRI: 102-8, 102-12, 102-20, 102-41, 103-2, 203-2, 401-2, 403-4, 404-2, 404-3, 413-1, 413-2)

Building a sustainable workforce

The strength of our energy is rooted in the 3,700 employees who dedicate their time, talent and passion to serving customers every day. We strive to foster a safe and inclusive culture where everyone feels they belong. Building, engaging and developing a diverse workforce is a critical piece of Spire's future success.

Our approach

We know there's a lot that goes into developing and maintaining a strong workforce, from how we recruit new employees, to how we integrate diversity, equity and inclusion (DEI) efforts, to how we compensate and develop our workforce and keep employees informed and engaged.
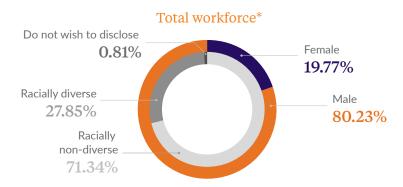
And, we believe diverse perspectives are essential to innovation, helping us find new and better ways to serve our customers. This report highlights the full employee experience, which is a constant focus and work-in-progress for Spire.
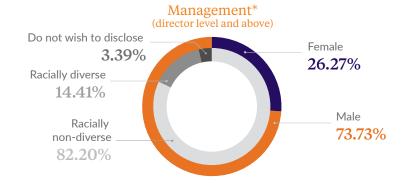
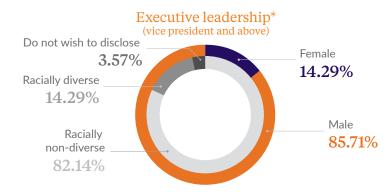## Creating an inclusive workforce

With inclusion as a core value, we have increased our focus on DEI efforts across the company. In FY21, we made significant progress in measuring our workforce to establish a statistical baseline and better understand our largest opportunities for improvement.

While we have a strong and healthy culture, we recognize that we have work to do to make sure our culture of inclusion is reflected in our workforce demographics, and we are committed to making this a reality.

We have significant efforts ahead as we continue building and implementing our DEI strategy with targeted initiatives. We plan to provide substantial updates on these efforts in our 2022 Sustainability Report, including work we are doing in FY22 on strategy and governance around DEI.

Total workforce*

Do not wish to disclose **0.81%**
Female **19.77%**
Male **80.23%**
Racially diverse **27.85%**
Racially non-diverse **71.34%**

Management*
(director level and above)

Do not wish to disclose **3.39%**
Female **26.27%**
Racially diverse **14.41%**
Male **73.73%**
Racially non-diverse **82.20%**

Executive leadership*
(vice president and above)

Do not wish to disclose **3.57%**
Female **14.29%**
Racially diverse **14.29%**
Male **85.71%**
Racially non-diverse **82.14%**

Active employees as of September 30, 2021

Strategic framework

In an effort to further our DEI efforts, we developed a four-part strategic framework for creating an inclusive culture at Spire.

Commitment statement ①	Equity reviews and accountability ②
Honoring our value of inclusion, we're committed to creating an inclusive environment where every employee feels they belong—a place where all employees feel accepted, respected and valued.	To develop an inclusive culture, we review and evaluate our internal policies, practices and procedures to identify systemic and structural issues that create inequity and imbalance across the organization. Through ongoing audits, analysis and action, we remove barriers to belonging for all employees.
Corporate social responsibility ③	Inclusive culture ④
Inclusion is inherent in our corporate social responsibility efforts—in the ways we connect with our community and our people. We explore ways to better serve our customers and support organizations that help our communities thrive through our investment of both time and dollars.	Our commitment to creating a culture of belonging comes to life by formalizing our efforts and developing an intentional strategy to define our success, measure our progress and hold ourselves accountable.

We know that DEI efforts require a focus on building a pipeline for diverse talent that reflects the communities we serve. Efforts should also ensure our recruitment programs provide candidates with a fair and equitable opportunity to be employed and have opportunities for advancement, in addition to creating a culture that makes every employee feel they belong. Our efforts in these areas are detailed below.

Diverse talent pipeline

One important focus of our Human Resources department is to develop new and innovative ways of attracting diverse talent to our industry. We're discovering ways to appeal to younger individuals who are just starting their careers, as well as to professionals who may be looking for a career change. To ensure our job postings reach the widest array of potential candidates, we post all open positions on various social media platforms, as well as with community professional organizations, such as the Urban Leagues of Metropolitan St. Louis and Birmingham, the Hispanic Chamber of Commerce and the Hispanic Interest Coalition of Alabama. We continue to work to identify effective ways to reach a wider and more diverse audience of potential applicants.

Diversity in hiring

In FY21, we tracked our diverse talent pool for each open position through new reporting capabilities in our applicant tracking system. This reporting tool informs our recruiting and sourcing strategies for all positions in real time. We also established diverse interview panels for all open positions, which we believe is a crucial element of attracting diverse talent as well as helping to ensure each interview panel has a balanced point of view on hiring decisions.

Opportunities for career advancement

Having a workforce that reflects the communities we serve is an important component of fulfilling our commitment to creating a culture of belonging for all Spire employees. Each year, we host quarterly talent reviews where leaders gather to discuss talent and development opportunities across the organization. These conversations lead to intentional development plans that help employees grow their careers at Spire.

Early in 2022, we took another step forward in advancing our talent review discussions, holding our first diversity talent review. This effort brought our leadership together across regions and departments to discuss the importance of DEI, with a focus on high potential female and racially diverse employees. The goal of the diversity talent review is to prompt leaders to think about the talent on their teams and to support future succession planning efforts in a fresh and strategic manner.

We also continue to create external partnerships to give employees valuable development opportunities. One example is the St. Louis Business Diversity Initiative's Fellows Experience, a leadership program designed to address the interests and challenges professionals of color face as they work to advance their careers. This year-long program enhances each fellow's leadership capacity through professional development, relationship building and civic engagement. We currently have employees from our Alabama and western Missouri regions participating.

Working at Spire

We believe taking care of our employees and creating opportunities is the best way to build a solid workforce. That includes providing a strong compensation and benefits package, offering programs to learn and advance, and keeping employees informed and connected to our mission.

Total rewards

We offer a competitive total rewards package to attract, motivate and retain talent. We know employees value different types of benefits, so we're constantly evaluating our pay, benefits and workplace policies to ensure they meet the varied needs of our employees. These benefits are described below.

Category	Benefits
Health and Wellness	Medical (including retiree medical for most employees)
	Dental
	Vision
	Health savings accounts
	Flexible spending accounts
	Life/voluntary life insurance
	Short-term/Long-term disability
	Accidental death and dismemberment
	Employee assistance program
	Gym reimbursement
	Virgin Pulse wellness program
Retirement	401(k) plan with 5% match
	Defined benefit pension plan for most employees
Culture and Work/Life Balance	Paid leave benefits
	Adoption benefits
	Military leave
	Flexible work policy
	Employee discount programs
	Employee service recognition awards

Spire recognized for supporting employees in National Guard and Reserve

The Missouri Employee Support of the Guard and Reserve honored Spire in August 2021 with its prestigious Pro Patria Award for our commitment to supporting employees who serve in the National Guard and Reserve. This is the single-highest level award bestowed by the organization's State Committee and its second highest award.

Employee engagement

Employee engagement is key to supporting a strong culture and encouraging creative and innovative ideas across the company. Due to the nature of our workforce, with 65% of employees working in the field and 35% working in office environments, we have had to develop communication strategies that work for all employees.

When our workforce was coming together in person less than usual due to the pandemic, we relied on our company intranet, inSpire, to stay connected. In 2021, 97% of employees visited inSpire and each employee read more than 72 posts, on average.

We also provided weekly updates to our top leaders and encouraged them to share that information with their teams. We broadcast quarterly "Team Spire Live" updates and issued leadership letters. In addition to installing a digital signage platform in most work locations, which provides news, announcements and reminders to employees, we also launched a new podcast—Beyond the Boots—as another platform to share what's going on across the company with employees.

Culture Study

We ask all employees to share their voice through our annual Culture Study. In this online, confidential survey, employees rate their agreement with multiple statements, covering topics like communication and resources, manager effectiveness, senior leadership, inclusion, team dynamics, employee individual needs and employee engagement. Employees also provide feedback through open-ended comments on things they believe Spire should start, stop or continue doing. In 2021, 71% of employees participated in the Culture Study.

85% of managers and their teams created commitments based on their departments' culture study results. The most frequent commitments from the 2021 study included improving two-way communication, employee development and employee recognition. Teams worked on their commitments throughout the year to improve culture and employee engagement for their team and the organization overall.
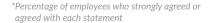
FY21 Culture Study top results*

84% I feel accepted by my immediate coworkers

82% The work I do matters

75% Spire is a safe place to work

74% I am proud to work here

70% I am treated with respect by my colleagues

Percentage of employees who strongly agreed or agreed with each statement

Culture of innovation

Innovation is an important part of our corporate strategy. To inspire a culture of innovation, a dedicated Innovation Team leads the way. Employees are invited to provide new ideas or ways of doing things via an online platform called Brightidea. Spire's Innovation Council reviews all ideas, determines which ideas should be explored further, and then assigns resources to evaluate ideas and determine what should be implemented across the company.

We've also launched an Innovation Lab to test new ideas and showcase new innovative technologies for employees, customers and other stakeholders. Some of the exciting technology that has been developed through these channels includes an intelligent decisioning platform, the use of drones for visual inspections of pipelines, virtual and augmented reality for training, and remote assistance technology for field employees.

Employee development

We encourage employees to continue to learn, develop new skills, improve their leadership skills, and become advocates for our industry. Here are some of the programs to assist employees in pursuing new and different opportunities.

Education Assistance Program

Spire's Education Assistance Program provides up to $6,000 in financial assistance to employees who wish to pursue additional education while working at Spire. We are proud to partner with universities such as Webster University, Park University and the University of Arizona Global Campus (UAGC) to provide discounted tuition for employees.

Our partnership with (UAGC) was piloted in FY19 and FY20, and then was rolled out companywide in February 2021. The UAGC program is unique in that employees do not incur any out-of-pocket costs, as those are absorbed by a UAGC tuition grant program and Spire's education assistance funding for the UAGC program.

Overall, 141 employees participated in our Education Assistance Program in FY21, reflecting a 25% increase in participation compared to FY20. We continue to explore partnerships at other educational institutions that will help employees reach their goals.

25 % ▲

Education Assistance Program participation from FY20 to FY21

Leading Spire Series

Leaders help set the tone and model the behaviors that support our culture. To develop current and future leaders, we created the Leading Spire Series—a leadership program that gives frontline supervisors and managers the tools to succeed, while improving and motivating their teams to do the same. To further support our value of inclusion, we added an additional three-hour module on inclusive leadership in FY21 that focuses on the areas of rethinking, redefining and recognizing differences.

In FY21, we shifted to virtual learning; 22 employees participated in the program. Ninety employees have been invited to participate in FY22. To date, more than 435 leaders have completed the Leading Spire Series, gaining tools, knowledge and relationships to help them grow as people, employees and members of the Spire team.

Fuel Your Perspective

Fuel Your Perspective is a career exposure rotation program that gives employees an opportunity to shadow other departments two days a week while also working their regular jobs. This program was designed to provide a foundational understanding of how our business operates by exposing employees to fields different than their own, including field operations, customer experience, gas supply, and business and economic development.

We piloted the program in FY21, and plan to expand the program in FY22 by increasing the number of participants and expanding geographies.

Mentorship programs

We're exploring how mentors can help employees settle-in during their first days in a new role and a new culture. In FY21, we enhanced our onboarding process for entry level gas workers in western Missouri, providing every new hire with a mentor who coaches both the new hire and their supervisor through the early days on the job.

Labor relations

Approximately 57% of our workforce is covered by 10 different collective bargaining agreements throughout the company. Our leadership engages with union leadership in quarterly meetings to discuss current issues and future changes that affect employees. We ratified three labor agreements in FY21 with the unions located in eastern Missouri. We maintain our focus on treating all employees with consistency and fairness, as well as applying best practices from each region to align policies and procedures across the company.

Developing new talent sources

Through partnerships with trade schools, universities, community and professional-based organizations, we're building a pipeline of diverse candidates with skilled talents to ensure we have the right people in place to serve our customers for generations to come.

Spire Cooperative Education Program

The Spire Cooperative Education Program is a two-year educational, hands-on experience that prepares participants to become highly skilled technicians in the natural gas field, while they complete a relevant associate degree. This year, we were excited to launch the program at Jefferson County Community College in Hillsboro, Mo. and continue our partnership, now in its third year, with Ranken Technical College in St. Louis, Mo. We're working to launch similar cooperative programs in other areas across our footprint in 2022.

▷ Learn more about this program

Internship program

Through our paid summer internship program, undergraduate and graduate students have the opportunity to apply theory they learn in the classroom with practical work experience. With a focus on improving diversity within our hiring practices, we have cultivated partnerships with two Historically Black Colleges and Universities—Stillman College, in Alabama, and Harris-Stowe State College, in Missouri. We hired 26 interns in summer 2021, 27% of whom were diverse.

Technical school partnerships

The Career Discovery Pathway Program is designed to create awareness and excitement about careers in energy for high school juniors and seniors, with the goal of driving diverse talent into our talent pipeline. The partnership also creates exposure and interest in Spire's internship and cooperative education programs.

We currently have partnerships with North and South County Technical High Schools in St. Louis, Mo., and we're in the planning stages of expanding partnerships with additional public schools in the St. Louis and Kansas City, Mo. regions.

SPOTLIGHT:
Natural Gas Champions

In September 2020, we rolled out our Natural Gas Champions program to help educate employees on the value of natural gas. The three-phase program includes an online rally, followed by an interactive, group-learning experience called the Step Forward class.

The goal of the Natural Gas Champions program is to help employees deepen their industry knowledge and perspective while learning strategies to become more comfortable and confident using their own voices to be champions for natural gas. To date, more than 250 employees have graduated from this class.

Meeting the evolving needs of our customers

It's our greatest privilege to deliver affordable, reliable and clean energy to the 1.7 million homes and businesses we serve every day. That's why we're committed to continuously pursuing new and better ways to serve our customers and communities, helping everyone to use energy efficiently and providing access to assistance.

Customer feedback and insights

We've been on a journey to redefine what it means to serve our customers and communities. With a strong foundation in place, we're now focusing on better understanding customer needs so we can serve them better than ever before.

First introduced in 2019, Spire conducted a second series of Fresh Perspectives Listening Labs in May 2021, where Spire employees came together to listen, learn and gain a deeper knowledge and understanding of customer needs and perspectives.

As champions of people, it's our responsibility to connect with customers and engage in two-way communication to discover new and emerging challenges. And when we gain these insights, it helps us develop and refine strategies to enhance customer benefits and services in the future.

The mobile Listening Labs were stationed in key geographies throughout Missouri (Joplin, Kansas City and St. Louis) in high-traffic, public locations accessible by mass transit.

As a result of these in-person interactions and the customer feedback collected in the Labs, we have:

- Added a free, online energy assessment tool to measure overall efficiency in customer homes and provide energy-saving tips
- Updated our communications to make finding information about assistance even easier
- Publicized our dedicated team of community support specialists who connect customers with available assistance programs
- Created new ways to communicate with customers about programs and services—like virtual webinars about applying for Low Income Home Energy Assistance Program (LIHEAP)

In 2022, we're re-inventing how we serve our customers by forming a new Customer Success team that will work one-on-one with customers to provide a new experience that is predictive, proactive and personalized. Through this proactive approach, our Customer Success managers will connect with customers to offer individualized support and solutions for their immediate and future needs. We're piloting the program in FY22, first reaching out to new customers as well as those on limited incomes.

Customer assistance programs

Through conversations with our customers, we know that no two households face the same challenges or have the same needs. So, we offer multiple assistance programs to help meet our customers' unique needs. Our dedicated team of community support specialists connects customers with available programs and resources. Below are some of the available assistance programs:

- **Budget Billing:** Designed to keep bills consistent year-round, customers enrolled in Budget Billing will know exactly what to expect each month

- **Disconnection protection:** We provide several programs for customers with household members over the age of 65 or with disabilities who are at risk of a service disconnection

- **DollarHelp:** Created in 1982, DollarHelp provides funds to help customers on a limited income stay warm. In FY21, we raised more than $1.6 million to help thousands in our Alabama and Missouri communities.

- **Supplemental Security Income (SSI) Waiver:** Customers who receive supplemental security income can waive the monthly customer fee in the Alabama and Gulf Coast regions

- **Payment arrangements:** For those who qualify, we offer multiple payment plan options to help customers get their past-due balance back on track

- **Rebates and financing:** Our rebate and financing programs make energy-efficient natural gas appliances more affordable, helping customers save energy and money

- **Weatherization:** Free weatherization services are available to qualifying customers on a fixed or limited income, making their home more energy efficient and reducing energy costs

- **Government-funded energy assistance programs:** We help connect customers with community partners who can assist customers with state and federal funding, such as LIHEAP and State Assistance Housing Relief (SAFHR), which provide energy assistance to qualifying customers who need help paying their energy bills

- **Appliance repair funding:** If heating equipment or piping is no longer safe to operate, we provide up to $1,000 per year for qualifying customers to make needed repairs

Thousands in our communities are eligible for energy assistance, but not all realize help is available. So, in FY21, we continued our customer outreach efforts to connect customers with needed support and resources. Throughout the year, we:

- Proactively reached out to qualifying customers, providing them with the information they needed to apply for assistance. Through these efforts, the families we contacted received more than $1 million in energy assistance

- Hosted more than 30 virtual events to raise awareness about the programs and services available to those in need throughout our communities

- Extended our coronavirus relief programs, helping 13,742 households and 1,238 small businesses with energy assistance when they needed it most during the pandemic

"

What happened to me can happen to anyone. After losing my job of 24 years right before the holidays, I didn't know how I was going to pay my bills. When I found out about LIHEAP, I was so relieved to know my daughter and I wouldn't be left in the cold.

— Valerie F., Spire customer

▷ Watch Valerie's story

Customer satisfaction

Each quarter, we survey customers to learn more about their Spire experience. We analyze that data to improve customer service. All seven of our key customer satisfaction metrics either improved or maintained their status compared to FY20, with four of those metrics improving significantly, demonstrating our commitment to serving customers even better.

Moving forward, we plan to expand our customer satisfaction outreach efforts by surveying customers who interact with the crews performing construction work along the streets and neighborhoods in the communities we serve. By collecting this feedback, we'll learn how we can continue to improve our customers' experience with Spire.

On time appointments

We know from our research that customers want more flexibility when scheduling appointments with a Spire service technician. So, we implemented two-hour appointment windows in Alabama and Missouri to better accommodate our customers' busy schedules.

Customers also expect us to arrive on time during the window that's provided. For the third year in a row, we maintained a 98.5% appointment attainment rate across the regions we serve, resulting in higher satisfaction and demonstrating we continued to be there for our customers, even amid a global pandemic.

SPOTLIGHT: Spire Mississippi recognized as a 2021 Customer Champion

Escalent, a top human behavior and analytics advisory firm, released its 2021 Cogent utility study, naming Spire Mississippi as one of 45 utilities given the distinction of Customer Champion.

The study measures customer engagement of 140 natural gas and electric utilities. Customers rate their utility on billing, company reputation, community support, communication, safety, reliability, environmental dedication and any interaction they may have had with the company in the last six months.

"Spire Mississippi employees are committed to customer engagement and improving relationships," said Karl Ficken, general manager, Gulf Coast and Mississippi. "Customer-facing field employees and those engaging with customers on the phone are the champions here. We are grateful for the recognition and will continue to provide outstanding service to our customers."

Caring for our communities

Serving others remains at the heart of what we do—giving our time, talent and support to the communities where we live and work. We continued to advance the communities we serve through charitable donations and economic development investments, as well as sponsorships and memberships in organizations that align with our values and business strategy.

Our approach

Spire's mission to answer every challenge, advance every community and enrich every life through the strength of our energy inspired our initial Corporate Social Responsibility (CSR) strategy, which launched in 2017 and is composed of four key components:

1	Environment
2	Communities
3	People
4	Leadership

As part of our strategy, we unveiled Spire Serves. This was our first coordinated, integrated and scalable community investment and engagement initiative, building on a 150-plus-year foundation of giving.

We use our energy to positively impact each community we serve by targeting four key focus areas: Health and Human Services, Civic and Community Development, Education and Environment. We shared the results of our impact in 2019 when we published our first Corporate Social Responsibility report, now renamed our Sustainability Report.

Given the evolution of our company and an increased focus on the environment among key stakeholders since debuting Spire Serves, we knew we needed to refresh our CSR strategy. So, in FY21, we conducted

research to better understand how to advance our CSR strategy to more closely align with business priorities, including workforce development and the environment. Through these efforts, a renewed focus was placed on ensuring charitable giving, especially grant-making, more closely ties to our key drivers—values, strategic imperatives and business priorities. We also expanded our strategic framework to include the integration of an ESG focus.

Through the strategy refresh, our CSR governance structure remained intact, with the CSR Council implementing the strategy and approving company contributions. In addition, the Spire Foundation

Board remained unchanged as the governing body tasked with adhering to the Foundation Indenture and overseeing grant-decisioning.
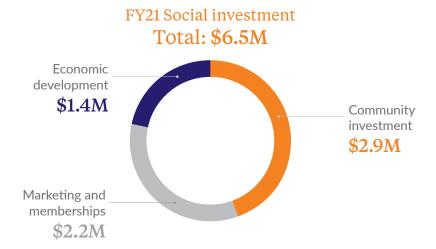
We expanded the CSR Budget Teams to include teams for Enterprise, Spire Storage and Spire STL Pipeline, responsible for overseeing grant decision-making in each of their respective regions. The CSR Budget Teams meet quarterly to review funding applications, and their decisions are informed by our four CSR focus areas.

Social investment

We're using our energy for good to have a positive, measurable impact on the world around us. In FY21, we surpassed our social investment target with over $6.5 million to support the communities we serve, a 22% increase over our FY20 spend.

In addition, we matched 368 employee gifts, totaling $121,769 in donations to support organizations our employees care about most. Our annual United Way Employee Giving Campaign raised $1,200,000.00 with employees pledging more than $670,000.00 to support our communities in Alabama, Missouri, Texas and Wyoming.

FY21 Social investment
Total: $6.5M

Economic development
$1.4M

Community investment
$2.9M

Marketing and memberships
$2.2M

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SPOTLIGHT: Girl Scouts of Eastern Missouri

Spire has long supported the Girl Scouts of Eastern Missouri in pursuit of a shared passion to continue pushing the boundaries of what's possible for young girls in our communities.

Recently, we made a $250,000 gift toward a trail restoration project at Camp Fiddlecreek, in Labadie, Mo., that will make the trail more accessible for girls of all ages and abilities. Since 1956, the camp has provided educational and recreational opportunities for Girl Scouts.

"

We are grateful to Spire for their generous support. This trail restoration project will allow all girls across our region the opportunity to explore and enjoy the outdoors here at Camp Fiddlecreek.

— Bonnie Barczykowski, CEO of Girl Scouts of Eastern Missouri

As part of our ongoing commitment, Spire employees will be able to use their Day for Good volunteer hours at the camp, helping to ensure the long-term sustainability of these trails for girls well into the future. "We're so proud to be part of this project for the community, supporting our girls," said Jessica Willingham, senior vice president, chief communications and marketing officer at Spire, and Board member for the Girl Scouts of Eastern Missouri.

"I'm a lifelong Girl Scout, and I know having opportunities to have adventures, be outside and stay connected to the planet is part of who I am," Jessica added. "The Girl Scouts build girls of courage, confidence and character—that's what it's all about."

▷ Watch how we support the Girl Scouts

Community engagement

Even in the face of the ongoing pandemic, we continued our Day for Good employee volunteer program in FY21 by offering opportunities for employees to give back to their community while still adhering to CDC guidelines.

Each year, employees are given eight hours of paid time away to volunteer with an organization that's important to them. In FY21, nearly 1,200 employees volunteered, either virtually or in-person, at 110 community organizations across Alabama, Mississippi, Missouri, Texas and Wyoming as part of the Day for Good campaign.

In total, employees volunteered nearly 9,000 hours in FY21, up from about 5,000 hours in FY20.

A Year in Review

Below are just some of the organizations we supported in FY21.

- **Birmingham Zoo** *(Birmingham, Ala.)*: Sponsored by Spire, ZooSchool is a week-long program focusing on conservation, the environment and the Zoo. The Birmingham Zoo implemented a modified day-long, online Spire ZooSchool for Birmingham City Schools seventh graders in FY21.

- **Mobile County Public Schools** *(Mobile, Ala.)*: We donated 50,000 reusable water bottles to students. With school water fountains shut down due to coronavirus, students frequently found themselves thirsty. For many, buying a water bottle simply wasn't in the budget.

- **Extra Table** *(Hattiesburg, Miss.)*: Employees used their volunteer hours to bag 1,000 pounds of rice into smaller bags for use at food pantries across the state. Extra Table provides healthy food in bulk to food pantries and soup kitchens throughout Mississippi.

- **Washington Park Cemetery** *(Berkeley, Mo.)*: Employee volunteers used high-accuracy GPS equipment to track and map buried and unmarked headstones and used special tools to raise and straighten the headstones in this 100-year-old historic African American cemetery.

- **Missouri Public Schools** *(St. Louis and Kansas City, Mo.)*: Employees collected over 500 coats, and 300 pairs of mittens and boots for school children in Kansas City, Mo. We also donated 500 coats to the Spreading Our Love Foundation, for kids in need, ages 10 and older in the St. Louis region.

We expanded our Backpack Program, delivering 1,300 backpacks and school supplies to six St. Louis City elementary schools and over 6,000 water bottles and hand sanitizer to three Kansas City public schools. The Backpage Program was recognized by the Missouri Attorney General with an Honors Award for giving back to the community.

Additionally, we launched a mentoring program at two elementary schools in the St. Louis Public Schools. Plans to expand this program into Alabama are being developed for FY22.

▷ See how we're giving back

- **Trees for Houston** *(Houston, Tx.)*: Employee volunteers from the Spire Marketing team spent their Day for Good working with Trees for Houston. Founded in 1983, Trees for Houston has evolved to growing, planting and maintaining thousands of trees across the greater Houston region.

- **Evanston Youth Club for Boys & Girls** *(Evanston, Wyo.)*: We provided funding for an educational expansion project at the Evanston Youth Club for Boys & Girls to provide more space, kitchen appliances and vocational programs.

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SPOTLIGHT: Spire again named one of Newsweek's "Most Responsible Companies"

For the third consecutive year, Spire was named one of "America's Most Responsible Companies" by Newsweek in December 2021. The award recognizes companies for their corporate social responsibility efforts in three areas—environment, social and corporate governance.

In the new rankings, Spire was listed among the top 499 companies across 14 industries in the United States, and we were one of only 10 companies named in Missouri.

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At Spire, our focus is on taking good care of our people, our planet, and the customers and communities we serve.

— Suzanne Sitherwood, Spire president and chief executive officer

"We are grateful to be recognized by Newsweek as we advance our environmental commitment to becoming a carbon neutral company by 2050, and as we support the communities we serve through initiatives like Day for Good," said Suzanne Sitherwood, Spire president and chief executive officer.

★★★★★

AMERICA'S MOST
RESPONSIBLE
COMPANIES
2022

Newsweek®

statista

Operating responsibly

Spire's Supply Chain team provides guidance, support, service and execution in the areas of strategic sourcing, procurement, inventory management and accounts payable, as well as provides training and subject-matter expertise for requisitioning, expense reporting tools and processes.

Commitment to supplier diversity

We extend Spire's culture to our supplier community by unlocking opportunities, promoting innovation, fostering competition and driving economic growth in our communities. As part of that commitment, we have set several goals and taken specific action to work toward achieving these goals:

Goals	What we have been doing
• Engage in grassroot efforts to raise awareness about Spire's supplier diversity commitment	• Seeking higher visibility into the demographics of the suppliers competing for Spire's business
• Measure the diversity of our suppliers and make decisions based on the insights from the data	• Driving economic impact by pursuing opportunities to grow business relationships with existing high-performing diverse suppliers
• Assist high-potential diverse suppliers with getting into position for the next opportunity	• Introduced the Spire supplier collaboration platform—Supplier Connect—the one-stop-shop for all potential and existing suppliers
• Increase access and clarity for diverse suppliers	• Refreshed the supplier webpage to include more useful information for suppliers interested in doing business with Spire as well as an invitation to join Spire's prospective supplier list
	• Introduced the Doing Business with Spire – Supplier Guidance handbook to clarify expectations when doing business with Spire

Supplier diversity recognition

We received several supplier diversity recognitions in FY21, including:

- 2021 Minority Business Advocate by the Mobile Chamber of Commerce
- St. Louis Small Business Monthly's 2021 Supplier Diversity Heroes feature

> For more information on our requirements and expectations for working with suppliers, visit Doing Business with Spire

SPOTLIGHT: Spire named 2021 Minority Business Advocate

Our efforts to support locally owned minority businesses in Mobile, Ala. earned us recognition with the Mobile Area Chamber of Commerce as the 2021 Rev. Wesley A. James Minority Business Advocate. Since 2016, we have worked with minority suppliers in Mobile for goods and services, including commercial printing and office supplies.

We know the challenges that minority businesses face in working with large companies, including access to and acquiring the necessary certifications, which is where the Mobile Area Chamber of Commerce helped.

As part of our efforts, we supported these smaller businesses through customized payment terms. To streamline how companies get into our system for contract work, we hold pre-bid meetings before complex bidding and have a digital prospective supplier portal, one of the featured highlights of our application.

> ❝
>
> We want to make sure everyone—particularly disadvantaged, women-owned and minority-owned businesses—has the opportunity to do business with Spire.

Sharon Moffatt, regional director,
Spire Gulf and Mississippi

Governance

(GRI 102-9, 102-10, 102-11, 102-17, 102-18, 102-19, 102-21, 102-22, 102-23, 102-24, 102-25, 102-26, 102-27, 102-28, 102-29, 102-30, 102-31, 102-32, 102-33, 102-34, 102-37, 103-3, 204-1, 205-1, 205-2, 308-1, 308-2, 412-1, 412-2, 412-3, 414-1, 414-2, 415-1)

Creating value for our stakeholders

Our strong financial and operational results are rooted in effective corporate governance practices, which are overseen by our Board of Directors. The members of the Board bring diverse backgrounds, outlooks and experiences to their oversight role and are focused on ensuring that Spire continues to provide long-term value to our shareholders.

Board diversity

Female **50%**
Male **50%**
Racially diverse **20%**
Racially non-diverse **80%**

Board of Directors

Board composition

Our Board of Directors consists of 10 directors, nine of whom—including the chair—are independent. Under our Corporate Governance Guidelines, the chair may be an officer or an independent member of the Board, at the discretion of the Board. The Board believes it should be free to use its business judgment to determine what is best for the company in light of all the circumstances.

Board diversity is a priority for us. Our Board is comprised of 50% women and is 20% racially diverse. Spire was recognized by the organization 50/50 Women on Boards for having a "Gender-Balanced" board for calendar year 2020, noting that only 6% of the 173 companies listed on the Russell 3000 currently can claim this achievement.

Our Board members also have a diverse skill set that helps them make educated and strategic decisions for the company. More information about our Board members' skills, tenure, independence and age can be found in our 2021 Proxy Statement.

Each year, the corporate governance committee leads the Board in discussions regarding whether it possesses the appropriate mix of experiences, skills, attributes and tenure that it needs to provide oversight and direction considering Spire's current and future business environment and strategic direction. This ensures we have directors who can guide our continued success and represent our shareholders' interests.

Board members

Mark A. Borer

Retired President, Chief Executive Officer, and Member of Board of Directors, DCP Midstream Partners, LP

Maria V. Fogarty

Retired Senior Vice President of Internal Audit and Compliance, NextEra Energy, Inc.

Edward L. Glotzbach

Retired Vice Chairman, Mergers and Acquisitions, Information Services Group

Carrie J. Hightman

Retired Executive Vice President and Chief Legal Officer, NiSource Inc.

Rob L. Jones

Retired Co-Head, Bank of America Merrill Lynch Commodities, Inc.

Brenda D. Newberry

Retired Chairman of the Board, The Newberry Group, Inc.

Stephen S. Schwartz

President and Chief Executive Officer, Azenta US, Inc.

Suzanne Sitherwood

President and Chief Executive Officer, Spire Inc.

John P. Stupp Jr.

President, Stupp Bros., Inc.

Mary Ann Van Lokeren

Retired Chairman of the Board and Chief Executive Officer, Krey Distributing Company

Board structure

We have four Board committees. Other than the strategy committee, on which Spire's CEO serves, our committees are comprised entirely of independent directors. The committees' respective responsibilities include:

Audit	Compensation and human resources	Corporate governance	Strategy
• Fulfills oversight responsibilities with respect to the quality and integrity of the financial statements, financial reporting process and systems of internal controls • Monitors the independence and performance of the independent registered public accountant, the internal audit department and the operation of ethics and compliance programs	• Assists the Board in its responsibilities relative to the compensation of the company's executives, and reviews and makes recommendations to the Board relative to the company's incentive compensation and equity-based plans • Reviews management's risk assessment of the company's compensation practices and programs • Oversees succession planning for executive officers • Oversees the company's diversity, equity and inclusion initiatives as well as the investments of the qualified defined benefit pension plans	• Makes recommendations to the Board relative to corporate governance and its Corporate Governance Guidelines, as well as director compensation • Assesses what skills would be beneficial for the Board to possess and whether those skills are represented sufficiently by the existing members, and identifies individuals qualified to become Board members • Identifies appropriate educational opportunities for Board members and arranges for Board education sessions addressing timely governance topics • Oversees the development of the Sustainability Report	• Oversees the development of the company's corporate strategy, including the company's long-range strategic plan, as well as its approach in the areas of innovation, investment, acquisitions and development opportunities, and public affairs • Oversees the plan and efforts to be carbon neutral by midcentury and related environmental initiatives, as well as the company's supplier diversity efforts

> For more information about Spire's corporate governance structure, please visit the Governance section of our website

Sustainability oversight

To ensure Spire's sustainability efforts are meeting our commitments to stakeholders, we determined it was important to formalize sustainability oversight within the Board. That's why in FY21, the Board delegated authority and responsibility for oversight of ESG issues to specific Board committees, as reflected in the committee's charters.

- **Strategy committee:** Environmental sustainability and supplier diversity
- **Compensation and human resources committee:** DEI oversight
- **Corporate governance committee:** Governance oversight

The Board continues to review best practices and evaluate how it can ensure proper oversight of ESG initiatives and disclosures. Management is responsible for developing strategy, setting targets and evaluating progress, and regularly provides reports to the Board and its committees.

Governance practices

We regularly evaluate our policies and practices for any appropriate updates based on changes to our business or on evolving stakeholder expectations.

Board education

All incoming Board members participate in the company's orientation for new directors, and the corporate governance committee identifies educational programs on topics appropriate for public company board members, which the directors are encouraged to attend. Senior management provides the Board with white papers and published materials on various topics that impact the natural gas industry as well as the company's utility and gas-related businesses.

At the company's quarterly board and committee meetings, education sessions are held during which timely topics that could impact the company are discussed. The directors are encouraged to ask questions and discuss the topics. These materials are made available to all directors, not just committee members.

Succession planning

A key responsibility of the CEO and the Board is ensuring an effective process is in place to provide continuity of leadership over the long term at all levels in our company.

To that end, management has implemented a structured succession-planning program throughout Spire. Succession planning for the CEO and executive officers is directly overseen by

the Board and the compensation and human resources committee, which conducts an annual review of the succession plans for our CEO and other executives and receives periodic updates on the plans. Our CEO and the compensation and human resources committee, in turn, review the succession plans annually with the full Board.

The corporate governance committee of the Board is charged with the Board succession plan. To ensure a structured and thoughtful approach to this task, the Board recently adopted a Board of Directors Succession Planning and Diversity Policy.

Board evaluations

An important part of the Board's succession planning process is its annual evaluation of the performance of the Board, each committee and each director. The Board chair conducts individual calls with each director and compiles and summarizes the results of the conversations. The chair then discusses the findings with the entire Board and each director individually.

Compensation

Our 2021 Proxy Statement requests shareholders to provide an advisory vote to approve the compensation of the named executive officers on an annual basis. The results of this

advisory vote were reported through a Form 8-K Current Report filed with the SEC on Feb. 1, 2021. A majority (96.85%) of the votes cast approved the compensation program described in our 2021 Proxy Statement.

Shareholder outreach

Our investor relations and corporate governance teams reach out to our largest institutional investors biannually, seeking their input and feedback regarding governance topics and our disclosure practices. This year, we specifically requested feedback on our proxy statement and governance disclosures. We continue to seek input and guidance on our ESG practices and disclosures as well.

Governance policies

We believe a fundamental element of strong corporate governance is ensuring we have policies that protect our shareholders and create clear guidelines. Spire's governance policies include the following:

- Related Party Transaction Policy and Procedures, which is used by our corporate governance committee to determine whether to pre-approve transactions with our directors, executive officers, 5% or greater shareholders, and their immediate family members

- Pre-approving all audit and permissible non-audit services provided by the independent accountant
- Addressing recoupment of amounts from executive officers' and other employees' performance-based awards under the annual and equity incentive plans to the extent that they would have been materially less due to inaccurate financial statements, fraud or intentional, willful or gross misconduct
- Prohibiting the hedging and pledging of company stock
- Stock ownership guidelines for our directors and executive officers

The Board amended the company's bylaws in November 2021 to (1) provide for plurality voting in the event the election of directors is contested, and (2) require that if a nominee for director who is an incumbent director is not elected and no successor has been elected at such meeting, the director must promptly tender his or her resignation to the Board. The corporate governance committee is required to make a recommendation to the Board as to whether to accept or reject the tendered resignation, or whether other action should be taken.

Risk management

Our Board, its committees and Spire's executive leadership team (known as the Leadership Council), led by our president and chief executive officer, work together to oversee, identify, monitor and manage risks and opportunities.

Leaders throughout the company elevate risk-related issues to the Leadership Council, which, in turn, elevates them to the Board and its committees. The Board chair meets monthly with members of the Leadership Council and others to receive updates on key issues.

Cybersecurity oversight

Cybersecurity is a priority that is addressed quarterly (and more often as appropriate) by the Board in partnership with leaders from the company, including in-person reports by the chief information officer and the managing director of information security at Board meetings.

The cybersecurity program includes a process that is staffed by senior legal, technology, risk and security leaders to evaluate, escalate and communicate any cyber incidents.

To help all employees stay aware and alert as well as ensure we are mitigating internal and third-party risks, management conducts:

- Mandatory security awareness training for all employees annually
- Periodic (at least annually) phishing campaigns to test effectiveness of training
- Tabletop exercises to test cyber response capabilities
- Third-party external penetration testing to test efficacy of systems
- Third-party IT vendor risk assessments to determine risks associated with potential vendors

Ethics and compliance

With integrity being one of our core values, a culture of ethics and compliance is critical at Spire. We completed a review of our corporate compliance program in FY21 and identified potential improvements that we're in the process of making to strengthen the program. The corporate compliance program includes some of the following elements:

- Code of Business Conduct, Related Party Transactions Policy, and Employee Handbook that employees review and commit to every year – 98% of employees completed the training related to these documents in FY21
- Chief compliance officer who is responsible for overseeing our corporate compliance program
- Monitor conflicts of interest – none were reported to the chief compliance officer in FY21

- A compliance hotline for employees and customers to report compliance issues. Hotline complaints are promptly investigated and resolved on a case-by-case basis
- The audit committee of the Board oversees ethics and compliance at Spire and receives regular reports by the chief compliance officer

Human rights

We respect human rights in our operations and are committed to complying with the laws of the states in which we do business.

Furthermore, we believe we have an opportunity to positively impact the protection of human rights within our circles of influence. For more information, read our Human Rights Policy, introduced in FY20, which highlights our views on everything from valuing diversity, to ensuring fair pay and clearly defining our expectations for how we treat one another.

Political contributions

Spire's Board approved up to $150,000 of political spending for FY21 to focus on Missouri statewide offices, Political Action Committees (PACs), state party committees and select local races. Of the amount approved by the Board, the company spent $121,500 related to Spire Missouri Inc. The company also spent $50,000 on political contributions related to Spire Alabama Inc., $5,000 on political contributions related to Spire Gulf Inc. and $10,000 related to Spire Mississippi Inc.

Spire Missouri Inc. has a PAC to which employees are invited to contribute. We are in the process of establishing a Federal PAC.

Appendix

(GRI 102-54, 102-55, 305-4)

Global Reporting Initiative (GRI) index

In preparing this report and the content of the index that follows, we have referenced the following GRI disclosures for their applicability to Spire's business and community investment, as well as the availability of consistent data for reporting purposes. This report has been prepared in accordance with the GRI Standards: Core option.

GRI tagging appears at the start of each section in the narrative of this report.

General disclosures

GRI #	GRI standard title	Disclosure title	Location/response
102-1	General disclosures	Name of the organization	Spire Inc.
102-2	General disclosures	Activities, brands, products and services	Spire FY21 Sustainability Report: Company: About Spire Spire 2021 Form 10-K: Part I, Item 1 – Business Spire Inc. 2021 Proxy Statement
102-3	General disclosures	Location of headquarters	Spire Inc. 700 Market Street St. Louis, Missouri 63101 United States
102-4	General disclosures	Location of operations	United States
102-5	General disclosures	Ownership and legal form	Spire 2021 Form 10-K: Part I, Item 1 – Business
102-6	General disclosures	Markets served	Spire FY21 Sustainability Report: Company: About Spire Spire service area Spire 2021 Form 10-K: Part I, Item 1 – Business
102-7	General disclosures	Scale of the organization	Spire FY21 Sustainability Report: Company: About Spire Spire 2021 Form 10-K: Part I, Item 1 – Business

GRI #	GRI standard title	Disclosure title	Location/response	
102-8	General disclosures	Information on employees and other workers	Exempt employees	34.12%
			Non-exempt employees	65.88%
			Employees covered by bargaining agreement	57.04%
			Employees by generation	
			Baby boomers	15.51%
			Gen Xers	37.71%
			Millennials	39.94%
			Gen Zers	6.84%
			Employees by tenure	
			0–5 years	39.83%
			6–10 years	19.20%
			11–15 years	9.45%
			16–20 years	9.70%
			21–25 years	7.54%
			26+ years	14.28%
			Women in workforce (companywide)	
			Total in workforce	19.77%
			Management (manager level and above)	24.86%
			Management (director level and above)	26.27%
			Executive leadership (VP level and above)	14.29%
			People of color (companywide)	
			Total in workforce	27.85%
			Management (manager level and above)	19.71%
			Management (director level and above)	14.41%
			Executive leadership (VP level and above)	14.29%
102-9	General disclosures	Supply Chain: a description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products and services	As a shared service, Spire's Supply Chain group enables Spire's mission by providing guidance, support, service, and execution in the areas of strategic sourcing, procurement, inventory management, and accounts payable as well as providing training and subject-matter expertise for requisitioning, and expense reporting tools and processes. Our core Supply Chain services include: Strategic Sourcing – Supports the organization in the strategic sourcing of goods and services by providing the best overall value to the enterprise; Procurement – Supports the enterprise in the sourcing and purchase of goods and services through standard platforms and processes; Accounts Payable – supports the overall organization, in collaboration with internal customers including Operations, stakeholders, department heads and external customers, including suppliers and service providers, by processing accounts payable (AP) invoices and payments in a timely and efficient manner; and Inventory – maintains and efficiently manages optimal inventory levels across the enterprise of materials necessary to support each entity's operations. Spire FY21 Sustainability Report: People: Operating responsibly	

GRI #	GRI standard title	Disclosure title	Location/response
102-10	General disclosures	Supply Chain: Significant changes to the organization and its supply chain: changes in the location of, or changes in, operations, including facility openings, closings, and expansions; changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination	There were no significant changes to Spire's Supply Chain in the past year.
102-11	General disclosures	Precautionary principle or approach	Spire 2021 Form 10-K: Part I, Item 1A – Risk Factors Spire Audit Committee Charter Spire Corporate Governance Committee Charter
102-12	General disclosures	External initiatives	Spire FY21 Sustainability Report: Company: Memberships and associations Spire FY21 Sustainability Report: Company: Stakeholder engagement
102-13	General disclosures	Membership of associations	Spire FY21 Sustainability Report: Company: Memberships and associations
102-14	General disclosures	Statement from senior decision-maker	Spire FY21 Sustainability Report: A message from our CEO
102-15	General disclosures	Key impacts, risks, and opportunities	Spire 2021 Form 10-K: Part I, Item 1A – Risk Factors Spire 2021 Form 10-K: Part II, Item 7 – Management's Discussionand Analysis of Financial Condition and Results of Operations Spire FY21 Sustainability Report: Company: Our sustainability strategy: Risks and opportunities
102-16	General disclosures	Values, principles, standards, and norms of behavior	Spire Code of Business Conduct Spire FY21 Sustainability Report: Company: About Spire
102-17	General disclosures	Mechanisms for advice and concerns about ethics	Spire Code of Business Conduct Compliance@SpireEnergy.com Ethics Helpline at 800-886-2553 or SpireEnergy.ethicspoint.com Spire Inc. 2021 Proxy Statement: Correspondence with the Board Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Risk management
102-18	General disclosures	Governance structure	Spire 2021 Proxy Statement: Governance Spire 2021 Form 10-K: Part III, Item 10 – Directors, Executive Officers and Corporate Governance Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders

GRI #	GRI standard title	Disclosure title	Location/response
102-19	General disclosures	Delegating authority	Spire Governance Documents
102-20	General disclosures	Executive-level responsibility for economic, environmental and social topics	Spire executives, officers at the vice president and senior vice president level are responsible for the company's economic, environmental and social topics.
102-21	General disclosures	Consulting stakeholders on economic, environmental and social topics	Spire Governance Documents
102-22	General disclosures	Composition of the highest governance body and its committees	Spire Inc. 2021 Proxy Statement Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Board of Directors
102-23	General disclosures	Chair of the highest governance body	Edward L. Glotzbach Spire Inc. 2021 Proxy Statement
102-24	General disclosures	Nominating and selecting the highest governance body	Spire Inc. 2021 Proxy Statement Spire Governance Documents Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Governance practices
102-25	General disclosures	Conflicts of interest	Spire Governance Documents
102-26	General disclosures	Role of highest governance body in setting purpose, values and strategy	Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders Spire Governance Documents
102-27	General disclosures	Collective knowledge of highest governance body	In an effort to ensure that the directors possess the necessary and appropriate skills and knowledge, all incoming directors participate in the company's orientation for new directors, and the corporate governance committee identifies educational programs on topics appropriate for public-company board members, which the directors are encouraged to attend. Senior management provides the Board with white papers and published materials on various topics that impact the natural gas industry in general and the company's utility and gas-related businesses. At the company's quarterly board and committee meetings, education sessions are held during which timely topics that could impact the company are discussed. The directors are encouraged to ask questions and discuss the topics. These materials are made available to all directors, not just committee members.
102-28	General disclosures	Evaluating the highest governance body's performance	Spire Inc. 2021 Proxy Statement Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Governance practices
102-29	General disclosures	Identifying and managing economic, environmental and social impacts	Spire 2021 Form 10-K: Part I, Item 1A – Risk Factors Spire 2021 Form 10-K: Part II, Item 7 – Management's Discussion and Analysis of Financial Condition and Results of Operations

GRI #	GRI standard title	Disclosure title	Location/response
102-30	General disclosures	Effectiveness of risk management processes	Spire FY21 Sustainability Report Spire Audit Committee Charter Spire 2021 Form 10-K: Part I, Item 1A – Risk Factors
102-31	General disclosures	Review of economic, environmental and social topics	Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Governance practices
102-32	General disclosures	Highest governance body's role in sustainability reporting	Spire sustainability report is reviewed by Spire's Sustainability Report Steering Committee, the Leadership Council and the Board of Directors. It is approved by the Board's corporate governance committee.
102-33	General disclosures	Communicating critical concerns	Compliance@SpireEnergy.com Ethics Helpline at 800-886-2553 or SpireEnergy.ethicspoint.com Spire Inc. 2021 Proxy Statement: Correspondence with the Board Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders
102-34	General disclosures	Nature and total number of critical concerns	There were no critical concerns reported to the Board of Directors or Spire's Leadership Council.
102-35	General disclosures	Remuneration policies	Spire Inc. 2021 Proxy Statement, Director's Compensation, Executive Compensation
102-36	General disclosures	Process for determining remuneration	Spire Inc. 2021 Proxy Statement, Director's Compensation, Executive Compensation
102-37	General disclosures	Stakeholders' involvement in remuneration	Annually, the company in its proxy statement requests shareholders to provide an advisory vote to approve the compensation of its named executive officers. The results of this advisory vote were reported through a Form 10-Q Quarterly Report filed with the SEC on Feb. 2, 2022. Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Governance practices
102-38	General disclosures	Annual total compensation ratio	Spire Inc. 2021 Proxy Statement The ratio of the total compensation of the CEO to median annual total compensation of all other employees was calculated to be 48 to 1 for fiscal 2021.
102-39	General disclosures	Percentage increase in annual total compensation ratio	The ratio of the total compensation of the CEO to median annual total compensation of all other employees was calculated to be 48 to 1 for fiscal 2021, which was a increase from fiscal 2020, when the ratio was 45 to 1. This represents a 2.1% increase.
102-40	General disclosures	List of stakeholder groups	Spire FY21 Sustainability Report: Company: Stakeholder engagement Spire FY21 Sustainability Report: Company: Memberships and associations
102-41	General disclosures	Collective bargaining agreements	Spire 2021 Form 10-K: Part I, Item 1 – Business Spire FY21 Sustainability Report: People: Building a sustainable workforce: Working at Spire
102-42	General disclosures	Identifying and selecting stakeholders	We have a wide variety of stakeholders, from our customers to our shareholders to our employees. Spire FY21 Sustainability Report: Company: Stakeholder engagement

GRI #	GRI standard title	Disclosure title	Location/response
102-43	General disclosures	Approach to stakeholder engagement	It is our practice to engage with a broad variety of our stakeholders, including customers through random surveys, our largest institutional shareholders through semi-annual emails, the investment community through quarterly earnings calls open to the public, and employees through an annual culture survey open to all employees. The company engages in collective bargaining with organizations representing more than half of its employees. Spire also participates in social media platforms and encourages the public to follow the company and engage with us. None of this engagement was undertaken in connection with the preparation of this report. Spire FY21 Sustainability Report: People: Building a sustainable workforce: Working at Spire Spire FY21 Sustainability Report: Company: Stakeholder engagement
102-44	General disclosures	Key topics and concerns raised (stakeholder engagement)	Our engagements with stakeholders have not resulted in the revelation of any topics or concerns that we consider "key." We continually gather feedback from stakeholders and analyze it to determine whether changes need to be made in the company's policies, procedures, processes or actions. No particular feedback stands out that has driven specific changes. We believe that our ongoing and regular efforts to obtain input from various stakeholders enables us to learn of potential issues and concerns before they rise to the level of "key" and requiring immediate action.
102-45	General disclosures	Entities included in the consolidated financial statements	Spire 2021 Form 10-K: Part I, Item 1 – Business
102-46	General disclosures	Defining report content and topic boundaries (materiality)	Our first step when we decided to issue a CSR report was to create a cross-functional report content team that reviewed several reporting framework options and decided to use the GRI framework. The team then conducted an exhaustive review of each of the GRI Standards in order to determine which of them we could report on. We agreed to report on each of the Standards for which we had the data available to us. As we have issued additional reports, we have reviewed the GRI Standards each year to attempt to add new and accurate content and to answer new standards on which we have not previously been able to report. Additionally, the content team has reviewed the narrative of our CSR report and attempted to ensure that the narrative combined with the GRI framework tells an accurate and complete (considering available resources) of Spire's sustainability. In FY21, we determined it was necessary to expand our narrative to provide more robust disclosures within our reporting pillars: Environment, People and Governance. We added Safety as a pillar and renamed the document as a sustainability report. We have tried to ensure that the narrative and the information in the appendix addresses information that we believe our stakeholders want to know. With regard to materiality, the content team asks itself whether the information in question would likely change a stakeholder's opinion of Spire's sustainability in any of the three main reporting pillars. If we believe that reporting that certain information would do so, we prioritize the work necessary to gather the information necessary to make that disclosure. At the same time, we continue to attempt to make progress on gathering all information necessary to tell the complete story of Spire.
102-47	General disclosures	List of material topics	1. Carbon emissions 2. Methane emissions 3. Customer and employee safety 4. Employee sustainability

GRI #	GRI standard title	Disclosure title	Location/response
102-48	General disclosures	Restatements of information	No restatements of previously reported data.
102-49	General disclosures	Changes in reporting	No restatements of previously reported data.
102-50	General disclosures	Reporting period	Fiscal Year 2021 (October 1, 2020-September 30, 2021)
102-51	General disclosures	Date of most recent report	This is Spire's fourth report, published June 2022.
102-52	General disclosures	Reporting cycle	Spire's intent is to publish a sustainability report annually. The content of this report reflects FY21 activities and forward-looking statements.
102-53	General disclosures	Contact point for questions regarding the report	TeamSpire@SpireEnergy.com
102-54	General disclosures	Claims of reporting in accordance with the GRI Standards	This report references the GRI Reporting Standards 2016.
102-55	General disclosures	GRI content index	Spire FY21 Sustainability Report: Appendix: GRI Index

GRI #	GRI standard title	Disclosure title	Location/response
103-1	General disclosures	Explanation of the material topic and its boundary	1. Carbon emissions – as a natural gas energy company, our GHG/carbon emissions are a key measurement of our impact on the environment. By its very nature, burning natural gas emits GHG. We are encouraging the development and use of more efficient residential and commercial equipment and working diligently to reduce methane emissions that are included in GHG emissions. 2. Methane emissions – as a natural gas distribution company that operates miles of pipeline, mains and services, our methane emissions are a key measurement of our impact on the environment. In areas where our pipes are made of cast iron and bare steel, we emit methane at an elevated level. These areas are overwhelmingly older parts of the communities that we serve in which our facilities are decades old. We are focused on replacing pipelines made of these materials in order to reduce methane emissions and improve safety. 3. Customer and employee safety – by definition, our product is combustible and can be dangerous if proper safety and preventative maintenance and measures are not prioritized and executed. Additionally, our field employees drive hundreds of thousands of miles each year, thereby exposing employees and the public to the risk of automobile accidents. Much of our construction work is conducted in public right of ways and requires excavations to remain open and cause interruptions in traffic flow, thereby creating public safety challenges. 4. Employee sustainability – our business is only as strong as our employees. We rely on well-trained, qualified, diverse and dedicated employees to perform the work every day (works in the field, Spire Marketing traders, Spire Storage operators, gas controllers, gas supply, etc.) If we do not have enough qualified and diverse employees available to address fall light up in the weather-sensitive portions of our service territories, our customers can be adversely impacted by not being able to get natural gas service turned on in a timely manner. We must have a properly staffed customer experience team to accept service turn-on requests and sufficient well-trained field employees available to enter customers' homes and initiate service. If we do not recruit, train, educate, promote and retain a diverse workforce, we will not be an employer of choice for individuals seeking an employer that is focused on diversity, equity and inclusion. We must recruit, hire and retain a strong and diverse workforce over time to succeed. Spire 2021 Form 10-K: Part II Spire 2021 Form 10-K: Part II, Item 8 - Financial Statements and Supporting Data

GRI #	GRI standard title	Disclosure title	Location/response

103-2	General disclosures	The management approach and its components	1. We manage GHG emissions by understanding our baseline emissions; "measuring" our annual emissions; understanding what is driving those emissions; setting incremental, meaningful targets and goals; making a long-term commitment to carbon neutrality; and taking steps to reduce GHG emissions. Management made a public long-term commitment to carbon neutrality and discloses its incremental goals and targets in order to create a public accountability to all stakeholders to care for our environment. We have appointed a vice president to focus on our effort to be a carbon neutral company by mid-century. As part of this effort, we will be focusing on developing a plan to reduce Spire's GHG emissions throughout its business operations and working to execute this plan.
			2. We manage methane emissions by understanding our baseline emissions; "measuring" our annual emissions; understanding what is driving those emissions; setting incremental, meaningful targets and goals; and taking steps to reduce methane emissions. Management discloses its incremental goals and targets in order to create a public accountability to all stakeholders to care for our environment. We are also focused on our storage and pipeline businesses to measure and reduce methane emissions.
			3. Safety is a value at Spire. We manage employee and customer safety by creating a system to identify and report all events and accidents involving company personnel, equipment and facilities. All levels of management, including the highest levels, receive reports identifying the numbers and severity of accidents monthly. The Spire Safety Department is tasked with proactively identifying safety risks, developing plans, systems, training and communications intended to address and reduce these risks. The annual incentive plan includes safety metrics. Management is committed to safety and works tirelessly to improve safety for each employee, customer and member of the communities we serve by staying laser focused on preventing accidents and incidents, responding promptly and proactively, and learning from each accident and injury. We also prioritize educating the public to ensure that individuals and companies call for location of our underground facilities before conducting any excavation work. In doing so, we protect the public and our employees from injuries and reduce methane emissions resulting from damages and leaks.
			4. We manage employee sustainability through a multi-prong approach:
			  a. We create an inclusive culture in which people come first
			  b. We recruit the right people for the right roles; we ensure candidates are a good fit for Spire through a rigorous interview and testing process
			  c. We provide employees the training, tools and resources they need to succeed
			  d. We provide development and advancement opportunities to employees
			  e. We focus on developing mid-level managers to support, develop and lead employees through timely and open two-way communication
			  f. We understand the workload and needs of our customers and work to ensure that we are properly staffed with qualified, well-trained employees who work together to achieve common goals and objectives, including annual incentive plan metrics that recognize and reward safety, teamwork, efficiency and quality work
			  g. We hold managers at every level, including senior officers, accountable for leading their teams of employees and delivering results
			Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Board of Directors
			Spire 2021 Form 10-K: Part II, Item 7 - Management's Discussion and Analysis of Financial Conditions and Results of Operations

GRI #	GRI standard title	Disclosure title	Location/response
103-3	General disclosures	Evaluation of the management approach	In all cases, the Board has a direct line of sight to the effectiveness and performance of management. The Board receives regular reporting on topics such as operational and financial results, progress toward incentive plan targets, safety, company culture, and special projects. Board members have regular access to members of management outside of regular Board meetings. The corporate governance committee of the Board oversees the sustainability report, although specific commitments in the report are overseen by specific Board committees. Specifically, our environmental commitment and supplier diversity is overseen by the strategy committee, and our diversity and inclusion efforts are overseen by the compensation and human resources committee. The strategies and tactics employed by management to fulfill the commitments set forth in the sustainability report are subject to the oversight of the Board. Spire FY21 Sustainability Report: Company: Stakeholder engagement Spire FY21 Sustainability Report: Governance: Creating value for our stakeholders: Board of Directors Spire 2021 Form 10-K: Part II, Item 7 - Management's Discussion and Analysis of Financial Conditions and Results of Operations

Economic indicators

GRI #	GRI standard title	Disclosure title	Location/response
201-1	Economic performance	Direct economic value generated and distributed	Spire 2021 Form 10-K: Part II
201-2	Economic performance	Financial implications and other risks and opportunities due to climate change	Spire 2021 Form 10-K: Part I, Item 1A – Risk Factors Spire 2021 Form 10-K: Part II, Item 7 – Management's Discussion and Analysis of Financial Condition and Results of Operations Spire FY21 Sustainability Report: Environment
201-3	Economic performance	Defined benefit plan obligations and other retirement plans	Spire 2021 Form 10-K: Part II, Item 8 – Financial Statements and Supplementary Data
201-4	Economic performance	Financial assistance received from government	During 2021, Spire received tax credits through its investments in community improvement partnerships. Spire has federal tax credits of $1,027,394.00 and state tax credits of $3,332,988.51 as of September 30, 2021, most of which have been carried forward from prior years.
202-1	Economic performance	Ratio of standard entry level wage by gender compared to local minimum wage	100% of Spire employees at our natural gas utility business units are subject to minimum wage rules make well above minimum wage. Ratio of entry level wage by gender at significant locations of operation to the minimum wage: <table><tr><td></td><td>AL</td><td>Gulf</td><td>MS</td><td>MO-East</td><td>MO-West</td></tr><tr><td>Male</td><td>2.39</td><td>2.97</td><td>2.53</td><td>1.71</td><td>1.92</td></tr><tr><td>Female</td><td>2.39</td><td>2.48</td><td>2.48</td><td>1.75</td><td>2.18</td></tr></table>

GRI #	GRI standard title	Disclosure title	Location/response
202-2	Economic performance	Proportion of senior management hired from the local community	75% percent of Spire's senior management has been hired from the local community.
203-1	Indirect economic performance	Infrastructure investments and services supported	A significant portion of Spire's investment into nonprofit and civic organizations is available for general operating support. Spire FY21 Sustainability Report: Company: Memberships and associations Spire FY21 Sustainability Report: Environment Spire FY21 Sustainability Report: People: Caring for our communities
203-2	Indirect economic performance	Significant indirect economic impacts	Spire FY21 Sustainability Report: Company: Memberships and associations Spire FY21 Sustainability Report: Environment Spire FY21 Sustainability Report: People: Caring for our communities
204-1	Procurement practices	Proportion of spending on local suppliers	To best ensure we have the goods and services needed to serve our customers and support our business, we utilize a broad supply base of national, regional, and local suppliers. As such, we don't have hard local spend targets or measurements, however many of our needs are fulfilled by local and regional suppliers. As our mission states, we are committed to advancing the communities that we serve. When evaluating suppliers in our RFP process, the location of a supplier in relation to where the work will be done, is considered, among other factors.
205-1	Anti-corruption	Operations assessed for risks related to corruption	Spire Governance Documents
205-2	Anti-corruption	Communication and training about anti-corruption policies and procedures	Spire Governance Documents
205-3	Anti-corruption	Confirmed incidents of corruption and actions taken	No confirmed incidents of corruption identified.
206-1	Anti-competitive behavior	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Spire 2021 Form 10-K: Part I, Item 3 – Legal Proceedings

Environment

GRI #	GRI standard title	Disclosure title	Location/response
301-1	Environmental materials	Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period	This indicator is not applicable to Spire's business. Spire does not produce or package its primary product or services.
301-3	Environmental materials	Reclaimed products and their packaging materials	This indicator is not applicable to Spire's business. Spire does not produce or package its primary product or services.
302-1	Energy	Energy consumption within the organization	*(see tables below)*

Building energy usage (kBTU)

Fiscal Year	AL	Gulf	MS	MO	Marketing*	Storage**	Combined
2017	36,751,677	21,818,301	1,726,403	46,112,297	NA	NA	106,408,677
2018	33,432,313	19,907,164	1,620,539	54,306,452	NA	NA	109,266,468
2019	38,326,223	21,658,614	1,629,317	60,285,005	626,166	NA	122,525,324
2020	32,123,672	22,731,547	1,646,605	58,052,812	611,070	NA	115,165,707
2021	31,282,207	22,671,197	1,499,092	50,828,221	713,103	NA	106,993,820

*There is no gas meter for the Spire Marketing office in Houston, so only electric usage data is reported

**Spire does not have gas or electricity usage data for the Spire Storage buildings in Wyoming

Weather normalized building energy usage (kBTU/DD)

Fiscal Year	AL	Gulf	MS	MO	Marketing*	Storage**
2017	9,151	5,902	469	8,465	NA	NA
2018	6,631	4,430	342	7,953	NA	NA
2019	7,694	4,776	360	8,832	133	NA
2020	7,343	5,775	402	9,368	131	NA
2021	7,068	5,579	344	8,008	151	NA

*There is no gas meter for the Spire Marketing office in Houston, so only electric usage data is reported

**Spire does not have gas or electricity usage data for the Spire Storage buildings in Wyoming

GRI #	GRI standard title	Disclosure title	Location/response
302-2	Energy	Energy consumption outside of the organization	Spire reports the quantity of gas delivered to our customers on an annual basis to the U.S. Energy Information Association (EIA).

EIA Form 176 Natural Gas Deliveries (million cubic feet, calendar year)

	AL	Gulf	MS	MO	Combined
2017	89,862	38,599	2,437	148,178	279,076
2018	105,059	42,893	2,810	181,577	332,339
2019	105,691	43,069	2,777	175,876	327,413
2020	97,658	47,031	2,599	159,639	306,927
2021	102,391	46,129	2,778	162,586	313,884

GRI #	GRI standard title	Disclosure title
302-3	Energy	Energy intensity

Building energy intensity (kBTU/Ft2)

Fiscal Year	AL	Gulf	MS	MO	Marketing*	Storage**	Combined
2017	101.62	227.38	53.58	71.67	NA	NA	93.90
2018	92.45	207.46	50.30	84.40	NA	NA	96.42
2019	105.98	225.72	50.57	93.25	48.32	NA	106.61
2020	84.32	236.90	51.11	88.07	47.15	NA	97.49
2021	82.10	236.3	46.50	77.10	55	NA	98.60

*There is no gas meter for the Spire Marketing office in Houston, so only electric usage data is reported

**Spire does not have gas or electricity usage data for the Spire Storage buildings in Wyoming

Weatherized building energy intensity (kBTU/DD/1000 Ft2)

Fiscal Year	AL	Gulf	MS	MO	Marketing*	Storage**
2017	25.30	61.50	14.54	13.21	NA	NA
2018	18.34	46.16	10.62	12.42	NA	NA
2019	21.28	49.77	11.18	13.77	10.23	NA
2020	19.27	60.19	12.48	14.21	10.14	NA
2021	18.60	58.10	10.70	12.10	11.60	NA

*There is no gas meter for the Spire Marketing office in Houston, so only electric usage data is reported

**Spire does not have gas or electricity usage data for the Spire Storage buildings in Wyoming

GRI #	GRI standard title	Disclosure title	Location/response
302-4	Energy	Reduction of energy consumption	Spire FY21 Sustainability Report: Environment
302-5	Energy	Reductions in energy requirements of products and services	Spire FY21 Sustainability Report: Environment: Emissions reduction strategies
303-1	Water	Water withdrawal by source	Spire FY21 Sustainability Report: Environment
303-2	Water	Water sources significantly affected by withdrawal of water	Spire's operations do not significantly affect water sources.
303-3	Water	Water recycled and reused	Spire FY21 Sustainability Report: Environment

GRI #	GRI standard title	Disclosure title	Location/response
304-2	Biodiversity	Significant impacts of activities, products, and services on biodiversity	Internal processes are followed to limit the possibility of significant adverse impacts on biodiversity. Before construction begins, when applicable, the projects are reviewed for potential environmental impacts to: • threatened and/or endangered species habitat, • archeological or cultural resources, • waterbodies, wetlands, and floodplains, • brownfields or Superfund sites, or other known areas of contamination, • asbestos-containing materials, • sensitive areas such as local/state parks, wildlife management areas, national forests and Native American Indian reservations Each of these categories is addressed on a case-by-case basis for specific impacts, and avoidance strategies such as pipeline re-route are utilized if possible. If avoidance is not possible, best management practices (BMPs) are utilized to both minimize environmental impacts and to restore the area back to its pre-construction state. Consultation with government agencies and environmental consultants are utilized to understand any project-specific requirements. Below are a few of the ways that Spire addresses individual project impacts. Land disturbances – Impacts from land disturbing activities are minimized by boring or horizontal directional drilling (HDD), which creates only small areas of disturbed soil over hundreds of feet of pipeline. Open cutting into the soil is minimized by keeping a narrow trench width and backfilling soil as soon as possible, usually within the same day. Multiple layers of best management practices (BMPs) are used to reduce or eliminate soil erosion and sediment runoff. These practices minimize disturbance and therefore minimize negative effects on local plant and animal biodiversity. Land disturbance permits are acquired when necessary. Nearly all land disturbance impacts are 100% reversible to pre-construction conditions. Local seed mixes are used to revegetate soil and avoid the introduction of invasive plant species. Waterbodies and wetlands – Streams, lakes, rivers, and wetlands present special considerations as they are important features that provide ecological benefits such as habitat, flood protection, and water supply for surrounding communities. These features are avoided entirely if possible through boring/HDD, pipeline re-route, and maintaining natural buffers. Our longstanding practice of boring under instead of trenching through wetlands is generally protective of sensitive areas. If we are required to disturb any sensitive waterbodies or wetlands, we assess each project for compliance under Section 404 of the Clean Water Act and regularly communicate with the U.S. Army Corps of Engineers (USACE) for guidance along the waterways under their jurisdiction. Threatened and endangered (T&E) species – Spire attempts to minimize all activities which might affect a known T&E species. If a T&E species is known to potentially exist within a project area, further habitat review occurs which may include a detailed habitat survey and consultation with state agencies and the U.S. Fish & Wildlife Service. BMPs, including timing of tree clearing and the use of boring/HDD installation methods, are considered and utilized on a project-by-project basis.

GRI #	GRI standard title	Disclosure title	Location/response
304-3	Biodiversity	Habitats protected or restored	Along with Spire's general best management practice of grading soil and restoring any vegetation that is disturbed during project construction, we do our best to protect and restore habitats when special opportunities arise. Here are a couple examples: 1. Little Antire Creek, St. Louis and Jefferson Counties, Mo. – Spire is installing approximately 5.5 miles of new pipeline to serve new customers and better serve existing customers throughout northern Jefferson County, Mo. Because approximately four miles of the new pipeline will be installed near Little Antire Creek, Spire worked with both an outside consultant as well as the U.S. Army Corps of Engineers (USACE) to design an installation route that has no impact on the creek or surrounding wetlands. The route does not require any tree clearing either which avoids any potential impacts to endangered bat species. Spire acquired the appropriate local permits necessary for working within the floodplain as well as a state land disturbance permit. Further, Spire plans to work certain sections of the project at specific times in 2022 to minimize impacts for outdoor enthusiasts who enjoy the area. 2. Joaquim Creek, Jefferson County, Mo. – Spire installed over one mile of new pipeline to serve new customers within eastern Jefferson County, Mo. The installation included work near Joaquim Creek and its associated floodplain, and Spire worked with local municipalities and the state to address land disturbance and floodplain development requirements to minimize potential impacts to endangered species and the environment. Tree clearing was necessary to complete portions of the installation, and Spire worked with an outside consultant to ensure that no endangered species would be impacted by this process. This project is now completed and has been revegetated and rehabilitated to meet or exceed state and local standards. 3. Ruffner wildlife corridor – Spire installed a pipeline reinforcement along Ruffner Mountain in Birmingham, Ala. During the associated pipeline abandonment portion of the work, Spire made the decision to remove abandoned materials along the route, including abandoned tires and a burned vehicle. In total, approximately 21,850 feet of old pipe, one vehicle, and 1,600 abandoned scrap tires were removed and properly disposed. Our right of way is now safer and free of debris that could negatively impact wildlife. This Spire-maintained easement has become a wildlife corridor, providing benefits to wildlife such as increased migration, food availability, and new habitat.
304-4	Biodiversity	IUCN red list species and natural conservation list species with habitats in areas affected by operations	The following indicates the number of species by IUCN category within Spire's distribution areas are: i. Critically endangered – 14 ii. Endangered – 20 iii. Vulnerable – 17 iv. Near threatened – 2 v. Least concern – no data
305-1	Emissions	Direct (Scope 1) GHG emissions	For 2021, Scope 1 emissions were approximately 376,000 MT CO2e Spire FY21 Sustainability Report: Environment

GRI #	GRI standard title	Disclosure title	Location/response
305-2	Emissions	Energy indirect (Scope 2) GHG emissions	For 2021, Scope 2 emissions were approximately 13,000 MT CO2e Spire FY21 Sustainability Report: Environment
305-3	Emissions	Other indirect (Scope 3) GHG emissions	Since Scope 3 emissions are not included in carbon neutral calculations, they are not included in this report.
305-4	Emissions	GHG emissions intensity	Spire FY21 Sustainability Report: Appendix: NGSI voluntary reporting template
305-5	Emissions	Reduction of GHG emissions	In 2021, Spire saw a 21,000 MT CO2e reduction (5.3%), primarily due to main replacements and decreased gas use, from the estimated 2020 levels. Spire FY21 Sustainability Report: Environment
305-6	Emissions	Emissions of ozone-depleting substances (ODS)	Spire does not release any ozone depleting substances.
305-7	Emissions	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Emissions in this table are for compressors and heaters at Spire's Underground Storage facility in the St. Louis area. Reductions in NOx and SO$_2$ from 2019 to 2020 were made possible as the STL Pipeline went into service. See table below.
306-1	Waste	Water discharge for quality and destination	Spire monitors water discharge by tracking monthly water and sewer utility information of company facilities. Likewise, Spire's asset management program is currently being modified to track water discharge not associated with a facility, such as for hydrostatic testing events.
306-2	Waste	Waste by type and disposal methods	Processes are under development to expand battery recycling and implement more consistent e-cycling for laptops, keyboards, and other electronics in 2022. We responsibly dispose of chemicals like used oil, odorant and other process wastes through recycling or energy recovery whenever possible. Spire FY21 Sustainability Report: Environment
306-3	Waste	Significant spills	No significant spills occurred in FY2021.

Table (within 305-7):

Year	Total tons NOx/yr	Total tons SO$_2$/yr
2021	0.37	0.0032
2020	0.68	0.0011
2019	20.34	0.0063
2018	23.74	0.0079
2017	14.58	0.0054
2016	18.88	0.0067

GRI #	GRI standard title	Disclosure title	Location/response
306-4	Waste	Transport of hazardous waste	Spire does not transport hazardous waste and will restage waste when necessary.
306-5	Waste	Water bodies affected by water discharges and/or runoff	Spire monitors water discharge by tracking monthly water and sewer utility information of company facilities. Likewise, Spire's asset management program is currently being modified to track water discharge not associated with a facility, such as for hydrostatic testing events. Spire uses BMPs to minimize runoff from construction areas which also limits impacts to surrounding water bodies.
307-1	Environmental compliance	Non-compliance with environmental laws and regulations	No violations in FY21.
308-1	Supplier environmental assessment	New suppliers that were screened using environmental criteria	Spire seeks to do business with only upstanding, responsible and reputable suppliers. All new suppliers are evaluated for fit by looking at a multitude and wide range of factors. Any known negative environmental factors on the part of a potential supplier would factor heavily in our decision to do business with that supplier.
308-2	Supplier environmental assessment	Negative environmental impacts in the supply chain and actions taken	Spire seeks to do business with only upstanding, responsible and reputable suppliers. Spire is not aware of any negative environmental impacts on the part of its suppliers.

Social indicators

GRI #	GRI standard title	Disclosure title	Location/response					
401-1	Employment	New employee hires and employee turnover		AL	Gulf	MS	MO-East	MO-West	Gas Related

				AL	Gulf	MS	MO-East	MO-West	Gas Related
401-1	Employment	New employee hires and employee turnover	New hires–male	65.45%	75.00%	88.89%	49.47%	86.21%	71.43%
			New hires–female	34.55%	25.00%	11.11%	50.53%	13.79%	28.57%
			Separations–male	63.28%	85.71%	50.00%	67.31%	80.56%	75.00%
			Separations–female	36.72%	14.29%	50.00%	32.69%	19.44%	25.00%
401-2	Employment	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Spire currently does not provide benefits to temporary workers. Full-time Spire employees are eligible for benefit programs.						
401-3	Employment	Parental leave	Spire is currently evaluating all leave and time-off policies, and offers maternity leave through our short-term disability program.						

GRI #	GRI standard title	Disclosure title	Location/response
402-1	Labor / management relations	Minimum notice periods regarding operational changes	Spire has the right to make reasonable operational changes in support of providing safe and efficient service to its customers without having to provide notice to unions. However, in the spirit of a collaborative work environment, we have open communication with our union leadership and meet regularly with them to discuss operational changes that impact the workforce.
403-1	Occupational health and safety	Workers representation in formal joint management – worker health and safety committees	100% of Spire employees are represented in joint management-worker health and safety committees.
403-2	Occupational health and safety	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities	(see table below)
403-3	Occupational health and safety	Workers with high incidence or high risk of diseases related to their occupation	A high risk or high incidence of work-related disease has not been identified for any Spire work group.
403-4	Occupational health and safety	Health and safety topics covered in formal agreements with trade unions	All of Spire's collective bargaining agreements contain provisions related to employees' obligations to comply with safety procedures, the company's support of personal protection equipment (safety glasses and safety boots), and various wellness programs.
404-1	Training and education	Average hours of training per year per employee	In their first year, each construction and maintenance employee receives 80 hours of safety training. Each service and installation employee receives 200 hours. Field operations employees average 24 hours of technical and procedural training annually. In addition to being thoroughly trained to perform tasks safely and responsibly, employees working on the gas distribution system receive further training to be qualified under Spire's state and federally approved safety training plan. This training occurs prior to any employee performing tasks on the pipeline system. Employees stay current on this training through periodic reviews and field assessments.

Detail for GRI 403-2 Location/response:

	AL	Gulf	MS	MO-East	MO-West
2014	3.14	N/A	N/A	5.12	4
2015	2.66	N/A	N/A	3.45	6.11
2016	3.80	0.95	4.55	3.37	4.24
2017	4.11	1.07	0	4.79	6
2018	5.56	3.96	0	3.04	3.88
2019	2.26	1.42	0	2.32	4.52
2020	1.74	0	4.10	2.11	3.47
2021	1.60	0	0	3.02	1.92

These rates are derived from the number of Days Away, Restricted, or Transferred (DART) duty injuries that occur in the workplace. DART is a standard OSHA safety metric that helps employers determine how many workplace injuries and illnesses caused employees to miss work days, perform restricted work activities or transfer to another job within one calendar year.

GRI #	GRI standard title	Disclosure title	Location/response
404-2	Training and education	Programs for upgrading employee skills and transition assistance programs	Part of honoring our core value of integrity means doing what's right for every Spire employee and providing them with the developmental resources they need to learn and grow. All employees have access to developmental assessments, customized training, specialized degree programs, and partnerships with best-in-class organizations related to industry courses, leadership and management workshops and computer application development seminars. In addition, all employees have up to $6,000 per year in tuition assistance and access to the Spire Learning Center, our robust internal learning management system.
404-3	Training and education	Percentage of employees receiving regular performance and career development reviews	100% of Spire non-union employees receive an annual performance review.
405-1	Diversity and equal opportunity	Diversity of governance bodies and employees	*(see table below)*
405-2	Diversity and equal opportunity	Ratio of basic salary and remuneration of women to men	*(see table below)*

405-1 Diversity of governance bodies and employees

	AL	Gulf	MS	MO-East	MO-West	Gas Related
Male	75.60%	81.89%	85.37%	79.40%	88.81%	79.31%
Female	24.40%	18.11%	14.63%	20.60%	11.19%	20.69%
Black or African American	38.81%	29.92%	29.27%	17.83%	13.84%	1.72%
White	57.96%	70.08%	70.73%	76.19%	77.61%	84.48%
All other	3.23%	0%	0%	5.98%	8.54%	13.79%
Permanent	100%	100%	100%	100%	100%	100%

405-2 Ratio of basic salary and remuneration of women to men

Male	$80,840.40
Female	$71,975.04

Data does not include Spire's (5) members of senior leadership, known as Leadership Council.

GRI #	GRI standard title	Disclosure title	Location/response
406-1	Non-discrimination	Incidents of discrimination and corrective actions taken	Spire values inclusion and has no tolerance for discrimination. We train employees on how to identify and address potential discrimination and encourage employees to say something to their supervisor or Human Resources if they feel that they or someone else is being subjected to discrimination. To further facilitate reporting, Spire maintains a hotline that employees may use to either anonymously or by using their name to report incidents of discrimination. The hotline is available via phone or online. When Spire receives a discrimination complaint through any format, Human Resources (with the assistance of compliance and legal) conducts an investigation into the report. Once the investigation is complete, the results are shared with the employee and appropriate actions are taken. In many cases, Human Resources will conduct discrimination-awareness and other training in an effort to reduce future issues. In all cases, a summary of the investigation and any follow-up actions are documented and kept on file to ensure that any patterns of behavior are quickly identified and addressed. In an effort to proactively prevent issues, Spire has implemented Spire Learning Management System modules, including "Unconscious Bias Training" and recurring compliance training. Spire had two charges of discrimination filed in FY21. A right to sue was issued on both. Out of the rights to sue issued, both have expired. There are no pending lawsuits related to charges filed in FY21. There were also 20 additional hotline complaints that were investigated by Human Resources. All hotline complaints were investigated and closed.
407-1	Freedom of association and collective bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No violation or significant risk. Employees have the right to freedom of association and collective bargaining. Spire Code of Business Conduct
408-1	Child labor	Operations and suppliers at significant risk for incidents of child labor	No significant risk in operations and/or our suppliers for incidents of child labor. Spire Code of Business Conduct
409-1	Forced or compulsory labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	No significant risk in operations and/or our suppliers for incidents of forced or compulsory labor. Spire Code of Business Conduct
410-1	Security practices	Security personnel trained in human rights policies or procedures	All of Spire's security personnel contract and employees are trained in Spire's human rights policies and procedures.
411-1	Rights of indigenous peoples	Incidents of violations involving rights of indigenous peoples	There have been no incidents of violations involving the rights of indigenous people.
412-1	Human rights assessment	Operations that have been subject to human rights reviews or impact assessments	None of Spire's operations have been subject to human rights reviews or impact assessments.
412-2	Human rights assessment	Employee training on human rights policies or procedures	All employees are required to adhere to Spire's Code of Business Conduct and Spire's Human Rights Policy.

GRI #	GRI standard title	Disclosure title	Location/response
412-3	Human rights assessment	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Spire's Supplier Code of Conduct, which is included in our supplier contract language, requires Spire suppliers to comply with all applicable Spire policies, including Spire's Human Rights Policy.
413-1	Local communities	Operations with local community engagement, impact assessments and development programs	Spire FY21 Sustainability Report: People: Caring for our communities Serving our Communities
413-2	Local communities	Operations with significant actual and potential negative impacts on local communities	Spire FY21 Sustainability Report: People: Caring for our communities: Community investment Spire FY21 Sustainability Report: People: Caring for our communities: Community engagement Spire FY21 Sustainability Report: Environment Serving our Communities
414-1	Supplier social assessment	New suppliers that were screened using social criteria	Spire seeks to do business with only upstanding, responsible and reputable suppliers. All new suppliers are evaluated for fit by looking at a multitude and wide range of factors. Any known negative social factors on the part of a potential supplier would factor heavily in our decision to do business with that supplier.
414-2	Supplier environmental assessment	Negative social impacts in the supply chain and actions taken	Spire seeks to do business with only upstanding, responsible and reputable suppliers. Spire is not aware of any negative social impacts on the part of its suppliers.
415-1	Public policy	Political contributions	In its Missouri footprint, Spire sponsors a Political Action Committee (PAC). Spire's PAC contributions are filed quarterly with the Missouri Ethics Commission (https://www.mec.mo.gov/). Spire FY21 Sustainability Report: Governance: Political contributions
416-1	Customer health & safety	Assessment of the health and safety impacts of product and service categories	Spire assesses the health and safety impacts of products and services constantly to ensure the right practices and products are used and maintained. Leak detection efforts help keep our customers and communities safe, while reducing emissions released into the atmosphere. In addition, cameras in company vehicles increase driver awareness and safety. Traffic control training and utilization of third-party traffic control when working in the right of way mitigate potential hazards, protecting both company employees and the public.
416-2	Customer health & safety	Incidents of non-compliance concerning the health and safety impacts of products and safety	Spire had one (1) reportable pipeline incident in 2021. Spire did not have any corrective action orders or notices of probable violations on its natural gas distribution or transmission systems last year.
417-1	Marketing and labeling	Requirements for product and service information and labeling	Spire complies with all regulations and required notifications related to the identification and location of natural gas pipelines and other facilities; Spire also posts all required safety notices at and around its operations locations and facilities.

GRI #	GRI standard title	Disclosure title	Location/response
417-2	Marketing and labeling	Incidents of non-compliance concerning product and service information and labeling	Spire has not had any non-compliance with regulations and/or voluntary codes.
417-3	Marketing and labeling	Incidents of non-compliance concerning marketing communications	Spire has not had any non-compliance with regulations and/or voluntary codes.
418-1	Customer privacy	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Spire has not had any substantiated complaints received concerning breaches of customer privacy.
419-1	Socioeconomic compliance	Non-compliance with laws and regulations in the social and economic area	Spire has had no significant fines and non-monetary sanctions for non-compliance with laws and/or regulations.

Sustainability Accounting Standards Board (SASB) disclosures

SASB has developed industry-specific sustainability performance metrics. FY21 is the first year Spire has disclosed metrics under SASB's disclosure standards. Our metrics for Gas Utilities & Distributers are described in the pages that follow. All data is for the fiscal year ended September 30, 2021, unless otherwise noted.

Energy affordability

SASB code	Accounting metric	FY21 disclosure		
IF-GU-240a.1	Average retail gas rate for residential customers (per MMBtu)	$11.29		
	Average retail gas rate for commercial and industrial customers (per MMBtu)	$11.90		
	Average retail gas rate for transportation customers (per MMBtu)	$0.75		
IF-GU-240a.2	Typical monthly gas bill for residential customers for 50 MMBtu of gas delivered per year	AL	$67.39	
		Gulf	$86.39	
		MS	$42.74	
		MO-East	$57.74	
		MO-West	$63.53	
	Typical monthly gas bill for residential customers for 100 MMBtu of gas delivered per year	AL	$121.77	
		Gulf	$158.88	
		MS	$78.06	
		MOW	$107.05	
		MOE	$93.47	
IF-GU-240a.3	Number of residential customer gas disconnections for non-payment	68,096		
	Percentage of residential customer gas disconnections for non-payment reconnected within 30 days	47%		
IF-GU-240a.4	Discussion of impact of external factors on customer affordability of gas, including the economic conditions of the service territory	See Risk Factors section of our annual Form 10-K report to the U.S. Securities and Exchange Commission for the year ended December 31, 2021. Additionally, we offer a variety of programs to help our customers, including budget billing, energy efficiency programs and energy assistance. See "Meeting our customers' evolving needs" and "Caring for our communities" in this sustainability report.		

End-use efficiency

SASB code	Accounting metric	FY21 disclosure		
IF-GU-420a.1	Percentage of gas utility revenues from rate structures that are decoupled	0%		
	Percentage of gas utility revenues from rate structures that contain a lost revenue adjustment mechanism (LRAM)	0%		
IF-GU-420a.2	Customer gas savings from efficiency measures by market (MMBtu)		AL/Gulf/MS	MO
		Residential	No energy efficiency measures for FY21	146,924.234
		Commercial/industrial		110,893.669

Integrity of gas delivery infrastructure

SASB code	Accounting metric	FY21 disclosure
IF-GU-540a.1	Number of reportable pipeline incidents	1
	Number of corrective action orders	0
	Notices of probable violation	0
IF-GU-540a.2	Percentage of distribution pipeline that is cast and/or wrought iron	2.62%
	Percentage of distribution pipeline that is unprotected steel	1.94%
IF-GU-540a.3	Percentage of gas transmission pipelines inspected	4% was inspected in FY21, and 31.2% has been inspected to date
	Percentage of gas distribution pipelines inspected	0% of distribution pipelines were in a programmed inspection in FY21
IF-GU-540a.4	Description of efforts to manage the integrity of gas delivery infrastructure, including risks related to safety and emissions	See "Environment" in this Sustainability Reportt

Activity metrics

SASB code	Accounting metric	FY21 disclosure
IF-GU-000.A	Number of residential customers served	1,612,385
	Number of commercial and industrial customers served	112,635
IF-GU-000.B	Amount of natural gas delivered to residential customers (MMBtu)	109,104,330.10
	Amount of natural gas delivered to commercial and industrial customers (MMBtu)	48,857,274.35
	Amount of natural gas delivered to a third party (MMBtu)	7,080,784.00
IF-GU-000.C	Length of gas transmission pipelines	543.49 miles
	Length of gas distribution pipelines	32,369 miles

Natural Gas Sustainability Initiative (NGSI) reporting

NGSI is a voluntary, industry-wide approach for companies to calculate methane emissions intensity by segment. This consistent, transparent and comparable method for measuring and reporting methane emissions throughout the natural gas supply chain will improve the quality of information available and will help companies more effectively identify ways to reduce methane emissions and communicate progress.*

*The NGSI protocol was finalized prior to the EPA finalizing the updated customer meter emission factors in the 2021 GHG inventory, therefore the emission factors used in the NGSI calculations vary from those used in the ONE Future calculations

2020 distribution data

Disclosure element	Reported data	Description
Total methane emissions, GHGRP** emission factors for mains and services (MT)	18,176.75	Total distribution segment methane emissions from GHGRP and non GHGRP facilities, calculated using GHGRP emission factors for mains and services
Total methane emissions, GHG inventory emission factors for mains and services (MT)	10,674.23	Total distribution segment methane emissions from GHGRP and non GHGRP facilities, calculated using GHG inventory emission factors for mains and services
Natural gas delivered to end users, as reported (Mscf)	306,850,597.41	Total volume of natural gas delivered to end users from GHGRP facilities and non GHGRP facilities, as reported
Natural gas delivered to end users, normalized (Mscf)	315,567,156.70	Total volume of natural gas delivered to end users from GHGRP facilities and non GHGRP facilities, normalized
Methane content of delivered natural gas, reported (%)	93.40%	Methane content of delivered natural gas, as reported (weighted average methane content of all throughput)
Methane content of delivered natural gas, normalized (%)	93.40%	Methane content of delivered natural gas, normalized (weighted average methane content of all throughput)
NGSI methane emissions intensity, GHGRP emission factors for mains and services (%)	0.3303%	Methane emissions intensity associated with natural gas distribution using reported throughput and GHGRP emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
Normalized NGSI methane emissions intensity, GHGRP emission factors for mains and services (%)	0.3212%	Methane emissions intensity associated with natural gas distribution using normalized throughput and GHGRP emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
NGSI methane emissions intensity, GHG inventory emission factors for mains and services (%)	0.1940%	Methane emissions intensity associated with natural gas distribution using reported throughput and GHG inventory emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
Normalized NGSI methane emissions intensity, GHG inventory emission factors for mains and services (%)	0.1886%	Methane emissions intensity associated with natural gas distribution using normalized throughput and GHG inventory emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)

*GHGRP = Greenhouse Gas Reporting Program (https://www.epa.gov/ghgreporting)

2021 distribution data

Disclosure element	Reported data	Description
Total methane emissions, GHGRP emission factors for mains and services (MT)	17,616.02	Total distribution segment methane emissions from GHGRP and non GHGRP facilities, calculated using GHGRP emission factors for mains and services
Total methane emissions, GHG inventory emission factors for mains and services (MT)	10,535.38	Total distribution segment methane emissions from GHGRP and non GHGRP facilities, calculated using GHG inventory emission factors for mains and services
Natural gas delivered to end users, as reported (Mscf)	313,883,957.00	Total volume of natural gas delivered to end users from GHGRP facilities and non GHGRP facilities, as reported
Natural gas delivered to end users, normalized (Mscf)	329,522,631.80	Total volume of natural gas delivered to end users from GHGRP facilities and non GHGRP facilities, normalized
Methane content of delivered natural gas, reported (%)	93.40%	Methane content of delivered natural gas, as reported (weighted average methane content of all throughput)
Methane content of delivered natural gas, normalized (%)	93.40%	Methane content of delivered natural gas, normalized (weighted average methane content of all throughput)
NGSI methane emissions intensity, GHGRP emission factors for mains and services (%)	0.3130%	Methane emissions intensity associated with natural gas distribution using reported throughput and GHGRP emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
Normalized NGSI methane emissions intensity, GHGRP emission factors for mains and services (%)	0.2981%	Methane emissions intensity associated with natural gas distribution using normalized throughput and GHGRP emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
NGSI methane emissions intensity, GHG inventory emission factors for mains and services (%)	0.1872%	Methane emissions intensity associated with natural gas distribution using reported throughput and GHG inventory emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
Normalized NGSI methane emissions intensity, GHG inventory emission factors for mains and services (%)	0.1783%	Methane emissions intensity associated with natural gas distribution using normalized throughput and GHG inventory emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)

2021 transmission data

Disclosure element	Reported data	Description
Total methane emissions (MT)	1,088.04	Total transmission and storage segment methane emissions from GHGRP and non GHGRP facilities
Natural gas transported (Mscf)	40,426,000.00	Total volume of natural gas throughput from GHGRP facilities and non GHGRP facilities
Methane content of transported natural gas (%)	93.40%	Methane content of transported natural gas (weighted average methane content of all throughput)
NGSI methane emissions intensity (%)	0.1501%	Methane emissions intensity associated with natural gas transmission and storage (methane emissions associated with natural gas transmission and storage divided by total methane throughput)

ONE Future reporting

The ONE Future Coalition is a group of more than 50 natural gas companies working together to voluntarily reduce methane emissions across the natural gas value chain to 1% (or less) by 2025 and is comprised of some of the largest natural gas production, gathering & boosting, processing, transmission & storage and distribution companies in the U.S. and represents more than 20% of the U.S. natural gas value chain. Spire's 2020 (calendar year) GHG emissions data for distribution facilities are in the pages that follow.

GHGRP distribution facilities

	Alabama	Gulf	Mississippi	MO-East	MO-West
Throughput data for GHGRP facilities					
Total quantity of gas delivered to end users, Mscf/yr	97,630,436	47,030,957	2,599,046	83,943,762	75,646,396
Average CH4 content of gas, mol %	95%	95%	95%	95%	95%
Quantity of gas delivered to residential users, Mscf/yr	16,073,173	2,209,716	577,054	45,576,062	34,919,208
Quantity of gas delivered to commercial users, Mscf/yr	11,751,252	1,624,305	1,029,486	24,770,574	19,090,920

GHGRP distribution facilities

	Alabama	Gulf	Mississippi	MO-East	MO-West
Emissions data not included in GHGRP (for emission sources not in GHGRP)					
Number of cast iron/wrought iron services	6	0	0	0	0
Number of cast iron or unprotected steel services with plastic liners or inserts	0	0	0	0	0
Number of ductile iron services	0	0	0	0	0
Number of "other" services	0	0	0	0	0
Miles of cast iron or unprotected steel mains with plastic liners or inserts	0	0	0	0	0
Miles of copper mains	0	0	0	0.04	0
Miles of ductile iron mains	1.2	0	0	0	0
Miles of "other" mains	48.1	0	0	0	0
Total miles of pipeline (mains and services)	23,836.30	4,228.50	1,198.30	16,417.20	14,636.20
Number of outdoor residential meters	386,829	78,737	15,180	484,855	517,435
Number of industrial meters	451	65	51	1,646	304
Number of commercial meters	25,930	4,582	2,809	44,167	36,669

Sector emissions and non-additive sector intensity values

Distribution

Total CH4 emissions for GHGRP facilities, tonnes CH4	12,474.47
Total CH4 emissions for non GHGRP facilities, tonnes CH4	–
Total distribution sector throughput, tonnes CH4	5,755,945
Distribution sector methane intensity, %	0.217%

2025 Target = 0.44%

Pipeline and Hazardous Materials Safety Administration (PHMSA) reporting

PHMSA is a U.S. Department of Transportation agency. It was created under the Norman Y. Mineta Research and Special Programs Improvement Act (P.L. 108-426) of 2004. PHMSA develops and enforces regulations for the safe, reliable and environmentally sound operation of the nation's 2.6 million-mile pipeline transportation system and the nearly one million daily shipments of hazardous materials by land, sea and air. Spire reports annually to PHMSA.

2021 PHMSA–distribution

	Alabama	Gulf	Mississippi	MO-East	MO-West	Total
Distribution (in miles)						
Steel-coated (Un)	338.55	0	0	0	0	338.55
Steel-coated (Pr)	4,505.11	916.10	78.31	3,969.15	3,386.40	12,855.07
Steel-bare (Un)	289.32	0	0	0	0	289.32
Steel-bare (Pr)	186.02	0	435.64	27.01	681.34	1,330.01
Cast iron	351.50	18.79	0	309.90	170.59	850.78
Ductile iron	0.10	0	0	0	0	0.10
Copper	0	0	0	0.04	0	0.04
Plastic PVC	0	0	0	0	0	0
Plastic PE	5,663.40	1,349.69	224.95	4,523.09	4,896.03	16,657.16
Plastic ABS	0	0	0	0	0	0
Plastic other	0	0	0	0	0	0
Other	47.6	0	0	0	0	48
Total	11,381.60	2,284.58	738.90	8,829.18	9,134.36	32,368.62

2021 PHMSA–distribution

	Alabama	Gulf	Mississippi	MO-East	MO-West	Total
Historicals (in miles)						
Pre-40s	173.20	9.85	0	372.02	703.73	1,258.80
40s	243.26	23.85	0	103.27	117.33	487.71
50s	1,610.73	208.75	0	1,047.52	702.28	3,569.28
60s	1,540.76	250.03	0	1,845.80	1,626.53	5,263.12
70s	1,246.04	191.88	0	1,209.58	1,021.71	3,669.21
80s	1,286.28	209.15	0	947.26	921.83	3,364.52
90s	1,835.85	672.44	0	1,364.02	1,309.27	5,181.58
00s	1,477.85	347.41	49.84	864.21	1,149.03	3,888.34
10s	1,238.91	331.80	37.57	805.51	1,255.46	3,669.25
20s	256.42	39.42	11.70	234.59	323.64	865.77
Unknown	472.30	0	639.77	35.41	3.56	1,151.04
Total	11,381.60	2,284.58	738.88	8,829.18	9,134.37	32,368.61
Services						
Steel services	224,853	20,338	14,258	95,372	23,292	378,113
Copper services	1,008	0	0	49,384	0	50,392
Plastic services	290,047	79,862	7,759	479,498	491,963	1,349,129
Total services	515,908	100,200	22,017	624,254	515,255	1,777,634

2021 PHMSA–distribution

	Alabama	Gulf	Mississippi	MO-East	MO-West	Total
Additional PHMSA reporting						
Excess flow valves (EFV) installed (YR)	3,134	1,100	340	10,608	10,942	26,124
Excess flow valves (EFV) installed (Sys)	169,179	38,583	2,441	110,932	108,860	429,995
Mechanical joint failures	194	3	0	175	72	444
Unaccounted for gas	1.30%	1.71%	0%	0.70%	1.39%	1.02%

2021 PHMSA–transmission

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Total
Historicals (in miles)								
Pre-40s	0	0	0	0	0	0	0	0
40s	0.41	0	0	0	0	0	0	0.41
50s	7.72	0	65.11	9.96	0	0	0	82.79
60s	31.03	0	89.29	11.92	0	0	0	132.24
70s	29.31	13.72	10.61	7.75	0	16.50	0	77.89
80s	114.46	10.88	17.93	1.03	0	0	0	144.30
90s	8.20	15.01	35.13	4.47	0	0	0	62.81
00s	24.15	6.63	6.76	3.96	0	0	0	41.50
10s	2.58	2.82	2.38	1.75	18.07	1.13	65.44	94.16
20s	4.67	0	0	4	0	0	0	8.78
Unknown	0	0	0	0	0	0	0	0
Total	222.52	49.06	227.21	44.95	18.07	17.63	65.44	644.88

2021 PHMSA–transmission

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Total
Diameter								
< 6"	3.90	0.02	0.84	0	0	1.13	0	5.89
6" thru 10"	64.21	22.02	18.63	0.02	8.38	16.50	0	129.76
>10" thru 20"	154.31	27.02	166.04	38.01	9.59	0	65.44	460.41
>20" thru 28"	0.10	0	27.05	6.92	0.10	0	0	34.17
>28"	0	0	14.65	0	0	0	0	14.65
Total	222.52	49.06	227.21	44.95	18.07	17.63	65.44	644.88

2021 PHMSA–transmission

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Total
Class location								
Class 1 HCA	0	0	0.07	0	0	0	0.84	0.91
Class 1 MCA	0	0	0.83	0	0	0	0.50	1.33
Class 1 (not in HCA or MCA)	56.33	22.15	28.87	21.69	18.07	17.63	57.98	222.72
Class 2 HCA	2.29	0.45	0.38	0	0	0	0.24	3.36
Class 2 MCA	5.07	0	1.97	0	0	0	0	7.04
Class 2 (not in HCA or MCA)	64.11	14.31	10.99	2.70	0	0	0.23	92.34
Class 3 HCA	23.42	4.32	124.78	6.79	0	0	3.42	162.74
Class 3 MCA	25.88	1.11	33.69	0	0	0	2.07	62.74
Class 3 (not in HCA or MCA)	42.01	6.72	25.62	13.77	0	0	0.16	88.27
Class 4 HCA	1.95	0	0	0	0	0	0	1.95
Class 4 MCA	1.09	0	0	0	0	0	0	1.09
Class 4 (not in HCA or MCA)	0.27	0	0	0	0	0	0	0.27
Total HCA Miles	27.66	4.76	125.24	6.79	0	0	4.50	168.95
Total	222.40	49.06	227.21	44.95	18.07	17.63	65.44	644.76

2021 PHMSA–transmission

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Total
Pipe material								
Steel-coated (Un)	0	0	0	0	0	0	0	0
Steel-coated (Pr)	222.52	49.06	227.21	44.95	18.07	17.63	65.44	644.88
Steel-bare (Un)	0	0	0	0	0	0	0	0
Steel-bare (Pr)	0	0	0	0	0	0	0	0
Cast iron	0	0	0	0	0	0	0	0
Plastic	0	0	0	0	0	0	0	0
Composite	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total	222.52	49.06	227.21	44.95	18.07	17.63	65.44	644.88

Additional Spire reporting

Since pipelines are underground and can't be seen, it's understandable that the leading cause of damage is digging by homeowners and construction crews. Damaged pipelines can release methane into the atmosphere. Fortunately, these damages can be prevented by calling 811 before digging begins. To that end, we actively promote "Call before you dig" and the One Call and 811 systems and work with our customers and contractors in the communities we serve to dig safely. In order to live our commitment, we have integrated our support of "Call before you dig" and the One Call and 811 systems into our damage prevention protocols as follows, we:

• Participate in and support state One Call centers, including board of directors representation

• Participate in educational workshops conducted by state One Call centers

• Participate in and support damage prevention summits held by state One Call centers

• Participate in and support the National Common Ground Alliance (CGA)

• Routinely conduct educational meetings with excavators as well as internal crews to communicate One Call initiatives and expectations

• Routinely monitor excavation activities near Spire facilities

• Conduct damage investigations when a damage occurs to Spire facilities

• Monitor legislative activity and support changes to state One Call laws that promote damage prevention improvements

We also track the percent of excavation damage to total leaks reported and for FY21, the focus of this sustainability report, the data is as follows:

Fiscal Year	Alabama	Gulf	Mississippi	Missouri	Combined
2021	22.00%	9.00%	4.10%	10.80%	14.10%

Safe digging protocols are not the only way we help minimize methane emissions from our operations

• Since 2007, we've been an active participant in the Environmental Protection Agency (EPA) Gas Star Program, and with the EPA Methane Challenge Program since its inception in 2016

• We implemented aggressive pipeline and infrastructure replacement programs, leak repair strategies, deployment of a comprehensive damage prevention program, recovery of natural gas typically vented during pipeline blowdowns and replacing gas-operated regulators with those that are electrically operated. We are also taking steps to flare natural gas that would otherwise be vented when recovering the gas is not an option

• We utilized technology to achieve efficient results with these measures as demonstrated by our use of innovative system design and trenchless technology in our pipeline replacement programs, robotic in-situ leak repair practices to address leaks, and advanced leak detection survey equipment to quickly identify and address leaks during system inspections