The Future is Bright

2023
Sustainability Report

spire

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A message from our CEO

Steven L. Lindsey
President and Chief Executive Officer

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Spire is a growing natural gas company that's well positioned to lead an industry with a bright future.

The future of Spire and our industry is bright. That's because of the important role that natural gas plays — and will continue to play — as part of America's sustainable energy future. Natural gas is safe, affordable, reliable and essential to improving our environment.

As we continue Spire's next phase of growth and excellence, I'm proud to lead this company. I've had the privilege of working alongside a talented team of employees for the past 11 years, and I've seen firsthand — time and time again — their dedication to serving our customers and delivering on our promise to keep them warm and safe.

We remain committed to being carbon neutral by midcentury. To achieve this, we aim to reduce Scope 1 and Scope 2 emissions from our operations through infrastructure upgrades, fleet and facilities improvements, as well as additional emissions reduction strategies. Scope 3 emissions are not included in our plan to achieve our environmental commitment. Achieving our carbon neutral goal is contingent upon supportive policies and regulation, as well as the development, availability and efficiency of new technologies and markets.

In 2023, we continued our progress on our sustainability initiatives. We:

- Reduced our CO2e emissions by 4.7% compared to 2022

- Achieved a 13% leak reduction per 1,000 system miles of distribution pipelines compared to 2022

- Increased our percentage of racially diverse employees by 4%

- Appointed three new directors to the board, including one female director

- Named our first vice president of sustainability

- Established a Sustainability Council to ensure alignment and coordination of sustainability initiatives across the company

Earlier this year, Scott Doyle joined the Spire team as our new executive vice president and chief operating officer. Scott brings deep industry experience in capital deployment, regulatory strategy and operational leadership. He oversees our gas utilities serving more than 1.7 million homes and businesses across Alabama, Mississippi and Missouri. His addition to our leadership team is a natural next step in our path to success.
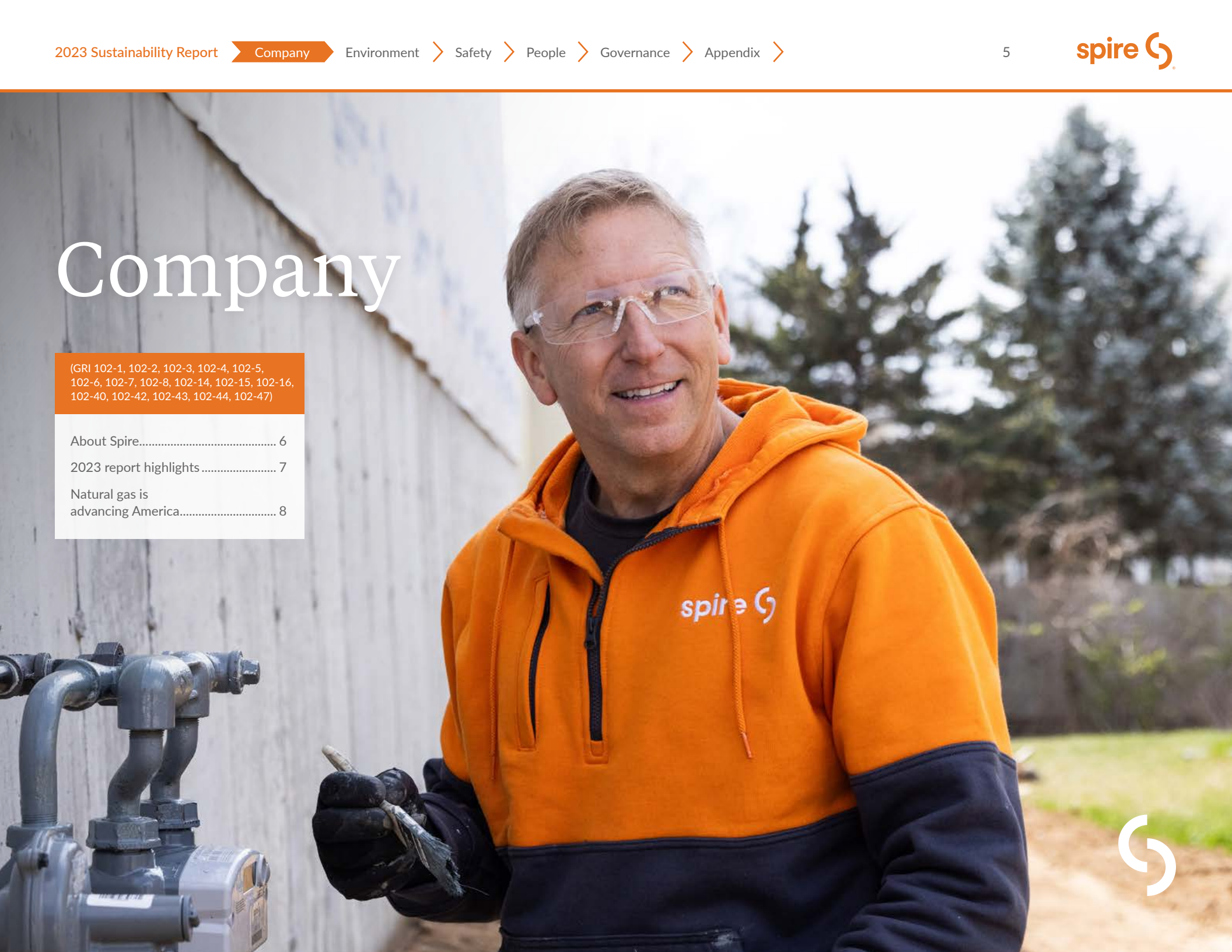
Spire is a growing natural gas company that's well positioned to lead an industry with a bright future, and together, we're ready to move our industry forward.

spire

Company

(GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-8, 102-14, 102-15, 102-16, 102-40, 102-42, 102-43, 102-44, 102-47)
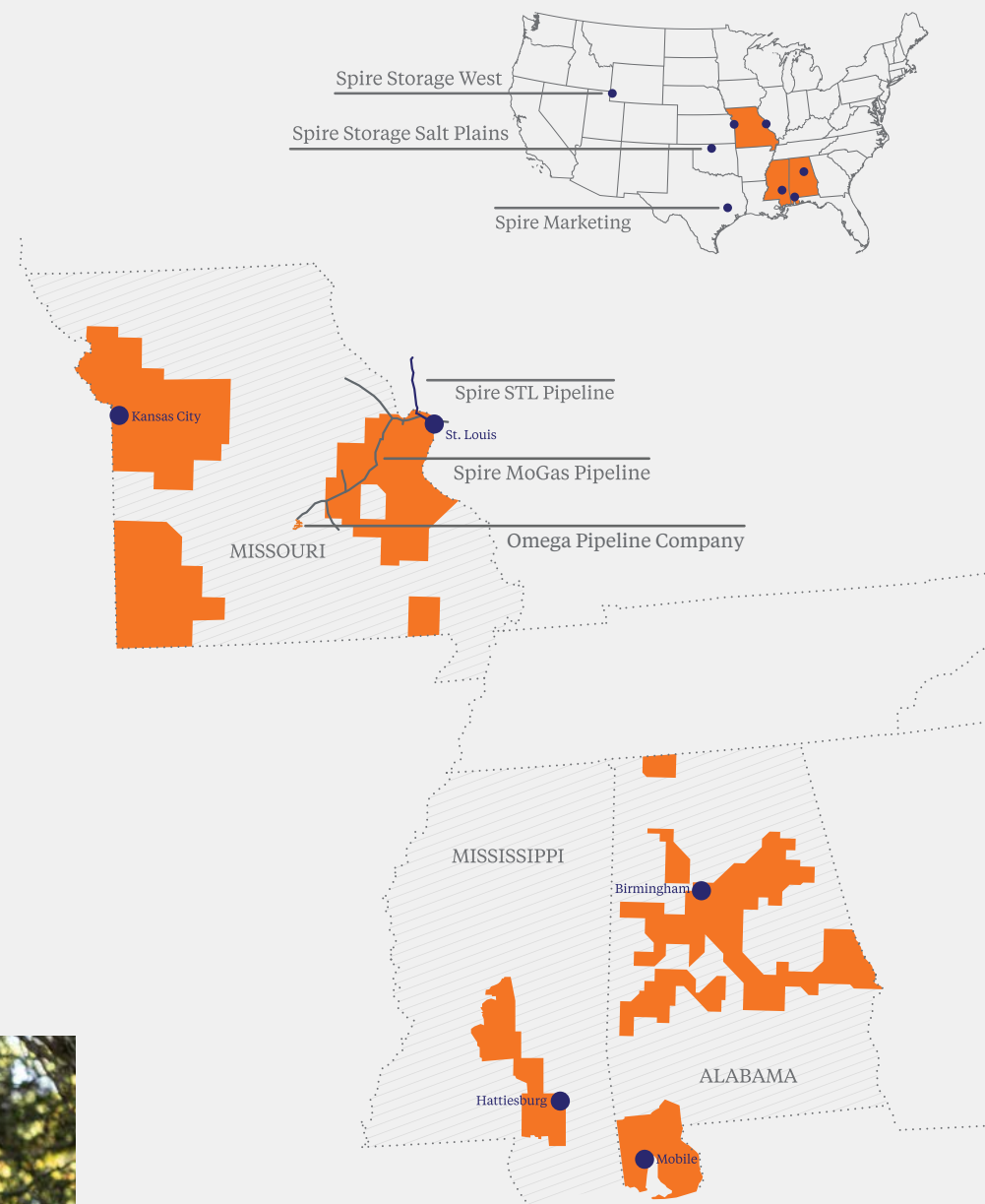
About Spire

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 homes and businesses, making us one of the largest publicly traded natural gas companies in the country. We are focused every day on operational excellence and providing safe and affordable service to our customers.

Our non-regulated businesses include Spire Marketing and Spire Midstream:

• 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 Midstream: Through our Midstream companies, we're fueling energy demand today for the needs of tomorrow

  – Spire STL Pipeline: a 65-mile pipeline that delivers economical shale gas from the Marcellus and Utica producing regions to our utility customers in eastern Missouri, while enhancing the resiliency and diversity of our supply

  – Spire Storage: includes natural gas storage facilities in both Oklahoma and Wyoming that provide safe, reliable storage of energy and support grid security for a diverse customer base throughout the Midwest and western U.S. regions

  – Spire MoGas Pipeline: newly acquired pipeline that operates approximately 263 miles of interstate natural gas pipelines, primarily in Missouri

  – Omega Pipeline Company: newly acquired, 75-mile natural gas distribution system primarily serving Fort Leonard Wood Army Base in south-central Missouri; the pipeline interconnects with the Spire MoGas Pipeline system

Spire Storage West
Spire Storage Salt Plains
Spire Marketing

Spire STL Pipeline
St. Louis
Spire MoGas Pipeline
Omega Pipeline Company
Kansas City
MISSOURI

MISSISSIPPI
Birmingham
Hattiesburg
ALABAMA
Mobile

2023 report highlights

Environment

CO2e ↓
Reduced CO2e by 4.7% compared to 2022

Replaced more than 173 additional miles of aging infrastructure

13% ▼
Achieved 13% leak reduction per 1,000 system miles of distribution pipelines compared to 2022 levels

Established emission reduction strategies that align with our environmental commitment for Scope 1 and 2 emissions

Safety

8% ▼
Decreased motor vehicle accident rate by 8% from CY22

Introduced in-cab audio alerts on all company vehicles to enhance safe driving practices

Hosted 10th annual Safety Management Summit

People

Increased percentage of racially diverse employees by 4%

Developed enhanced succession planning framework for director-level employees

Introduced a Parental Leave Policy

Named one of Newsweek's "Most Responsible Companies" for the fifth year in a row

$6.2M
Donated more than $6.2 million to support our communities

$1M
Committed $1M in additional customer assistance funding in Missouri

Surveyed more than 18,000 customers about their experience doing business with Spire

Logged more than 14,000 employee volunteer hours, an increase of 6% over FY22 levels

$33M
Connected customers with more than $33 million in federal, state and Spire energy assistance funding

Governance

Appointed three new directors to the board, including one female director

Named our first Vice President of Sustainability

Established the Sustainability Council to ensure alignment and coordination of sustainability initiatives across the company

Natural gas is advancing America

Reliable

100+ years
of supply

At more than 3,300 trillion cubic feet, the estimated future supply of domestically produced natural gas is abundant and enough to support America's diverse energy needs for more than 100 years.

nearly 75%
of hospitals

Natural gas is the go-to energy source for US hospitals, with nearly three-fourths using natural gas for space heating and water heating.

2.7 M
reliable and safe miles

With more than 2.7 million miles of underground pipeline, the US natural gas transmission and distribution system is the safest and most reliable way to deliver energy that Americans can count on.

In fact, natural gas is included in the energy resource plans of many businesses to ensure business continuity during natural disasters and extreme weather events.

Affordable

$125 B
savings over 10 years

The low cost of domestic natural gas has saved American families a total of $125 billion over the past 10 years.

Long-term affordability

Natural gas is projected to be significantly less than the price of other fuels through 2050.

$1,100+
savings for families

US households using natural gas for heating, cooking and clothes drying save big — more than $1,100 — compared to homes using electricity for the same activities.

Efficient

92% efficient

The natural gas delivery system is 92% efficient from production source to customer compared to a 38% efficiency when converting fossil fuels to electricity.

<5% total GHG emissions

Residential natural gas usage accounts for less than 5% of total US greenhouse gas emissions.

70% ▼ in emissions

Upgrading our nation's pipeline network to enhance safety has contributed significantly to a declining trend in emissions — 70% since 1990.

40-year low
for emissions

Natural gas efficiency and the growth of renewable energy have led to energy-related carbon dioxide (CO_2) emissions hitting 40-year lows.

61% ▼

Carbon dioxide (CO_2) emissions from electricity generation have declined 61% due to increased use of natural gas.

Source: American Gas Association, 2024

Risks and opportunities

We recognize that sustainability issues pose a variety of risks and opportunities for our business, and that 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 2023 Form 10-K for a discussion on risks and opportunities, including climate, policy and regulatory developments, emerging technology and customer growth.

Reporting period and forward-looking statements

Unless otherwise noted, Spire's 2023 Sustainability Report is focused on calendar year activities and data. The report also 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 2023 Form 10-K.

Environment

(GRI 103-2, 201-2, 302-1, 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, 305-1)

Committed to caring for the planet

Spire is committed to being carbon neutral by midcentury. To achieve this, we aim to reduce Scope 1 and Scope 2 emissions from our operations through infrastructure upgrades, fleet and facilities improvements, as well as additional emissions reduction strategies.

Achieving our carbon neutral goal is contingent upon supportive policies and regulation, as well as the development, availability and efficiency of new technologies and markets. Scope 3 emissions are not included in our plan to achieve our environmental commitment.

"

Spire is making good progress on our path to being carbon neutral by midcentury. We have reduced methane emissions from our gas utilities by more than 51% since 2005, and we're on target to reduce emissions by 73% by 2035.

— Nick Popielski, vice president, sustainability

Carbon emissions (Scope 1, 2 and 3)

Carbon emissions are classified as both direct and indirect emissions, also known as Scope 1, Scope 2 and Scope 3 emissions. In 2021, we established and reported our baseline for Scope 1 and Scope 2 emissions from our business units, as well as our transmission, storage and distribution segments.

- **Scope 1:** direct GHG emissions released from owned or controlled assets. This includes our distribution system, transportation and storage facilities, fleet and facilities
- **Scope 2:** indirect emissions from purchased electricity and steam
- **Scope 3:** all sources not defined by Scope 1 and Scope 2 and those which come from assets or sources we don't own or control, but which indirectly impact our natural gas value chain. This includes emissions from upstream suppliers and customer usage. Scope 3 emissions are not currently part of our sustainability plan to be carbon neutral by midcentury, but we have begun an initial screening process to gain an understanding of Scope 3 and its impact

Climate action plan

As reported in last year's report, we commissioned ICF Resources, LLC (ICF) to conduct a comprehensive review of the existing calculated emissions inventory and ONE Future calculations to ensure accuracy.

In addition to our current emissions reduction strategies, as described below, ICF recommended consideration of advanced mobile leak detection (AMLD) to accelerate leak repairs beyond current regulatory requirements, progressive decarbonization of Spire's fleet and improved energy efficiency of our facilities.

These strategies would build on Spire's strong track record of methane emission reductions through aging infrastructure replacement. We continue to evaluate these recommendations for feasibility and cost effectiveness throughout our operations.

Spire emissions

In 2023, we continued our commitment to make an impact in the following ways:

- Reduced CO2e by 4.7% compared to 2022 and achieved a 9.1% reduction compared to 2021 baseline
- Continued to demonstrate reductions in non-utility Scope 1 and 2 emissions
- Replaced more than 173 additional miles of aging infrastructure
- Achieved a 13% reduction in leaks per 1,000 system miles of distribution pipelines compared to FY22

For calendar year 2023, we reported a 17,243 metric ton (MT) CO2e reduction, or a 4.7% decrease compared to last year, primarily due to a 9,853 MT reduction in distribution methane emissions through infrastructure replacement.

A large reduction of 2,400 MT also occurred at our Spire STL Pipeline facility due to a reduction in energy usage, a 30% reduction in total emissions for that specific facility. We also saw an increase in emissions at our LNG facilities in 2023 due to the addition of new meters that were not previously tracked.

In the 2022 Sustainability Report, we started reporting based on the calendar year. The 2021 baseline was originally stated in terms of fiscal year totals. That baseline was converted to calendar year for the 2022 report.

Total Scope 1 and 2 emissions
Metric ton CO2e by calendar year

	2021	2022	2023	Year-over-year change
Total utility fugitive	303,900	288,234	278,381	-3.42%
Total transportation and storage	34,500	35,200	29,638	-15.80%
Total other emissions	46,700	43,800	41,973	-4.17%
Total Spire emissions	385,100	367,234	349,991	-4.70%

Total Scope 1 and 2 emissions by source
Metric ton CO2e by calendar year

Legend:
- 2020 — Solid: Scope 1
- 2021 — Striped: Scope 2
- 2022
- 2023

MT CO2e
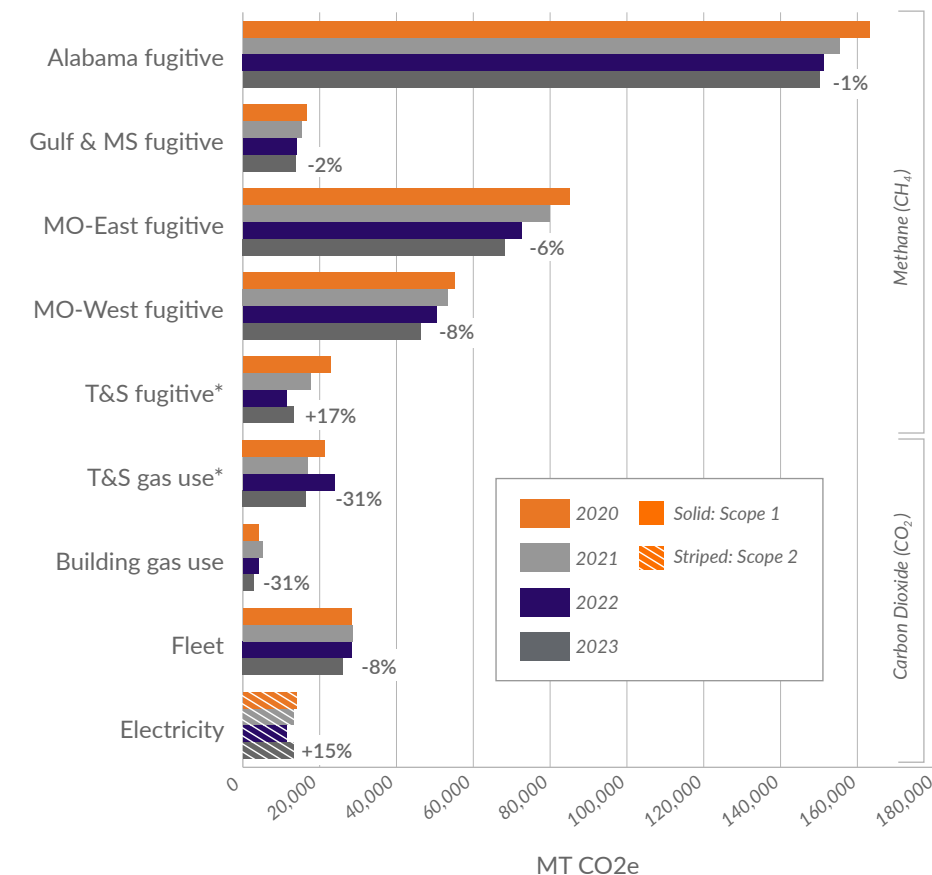
*T&S = transmission and storage

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

For calendar year 2023, we reported a 17,243 metric ton (MT) CO2e reduction, or a 4.7% decrease compared to last year.

Methane intensity

Expressed as a percentage, methane intensity is total methane emissions divided by throughput, or the volume of methane transported through the system. This percentage is viewed as a leak rate for the natural gas delivery system and is split into different segments along the supply chain from production to end use.

Thus, methane intensity reflects not just the absolute amount of emissions from Spire's operations, but how well we are managing those emissions relative to the volume of natural gas we operate.

Spire has voluntarily reported methane intensity under the Natural Gas Sustainability Initiative (NGSI) and ONE Future frameworks since 2020 for the distribution segment and 2021 for the transmission and storage segment.

These frameworks incorporate different emission factors based on current science and additional sources of methane emissions not included in the EPA's reporting program.

NGSI methane intensity*

	CY20	CY21	CY22	CY23
Distribution NGSI methane emissions (MT CH4)	10,674	10,535	10,559	10,642
Weather normalized throughput (Mscf**)	315,567,157	329,522,632	324,094,470	309,817,338
NGSI methane intensity	0.189%	0.178%	0.182%	0.192%
Transmission and storage NGSI methane emissions (MT CH4)	N/A	1,088	1,114	899
Throughput (Mscf**)	N/A	40,426,000	96,915,000	93,199,757
NGSI methane intensity	N/A	0.150%	0.064%	0.054%

*Full NGSI reporting is included in the Appendix of this report
**Mscf is the abbreviation for a thousand standard cubic feet per day, a common measure for volume of gas

Emission reduction strategies

Pipeline upgrades

Our utility 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 environmental goals.

From 2005 to 2023, we reduced methane emissions from our gas utilities (mains and services) by more than 51% due to infrastructure upgrades and leak detection and repair programs that replace higher emitting materials — putting us on target to reduce emissions by 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 2023 by replacing more than 173 additional miles of aging infrastructure, which resulted in a 13% reduction in leaks per 1,000 system miles of distribution pipelines compared to FY22.

We proactively address unprotected steel and cast-iron mains through timely leak repair, increased efficiency of construction and replacement of these pipelines, and assessing alternative system designs to avoid emissions where possible.

And by investing more than $1.3 billion in pipeline infrastructure upgrades since 2019 — modernizing pipeline and increasing safety — the energy we provide is more efficient than ever before.

Gas utility capital expenditures
Replacement program only ($ millions)

FY19	310.9
FY20	292.1
FY21	269.1
FY22	259.4
FY23	238.3
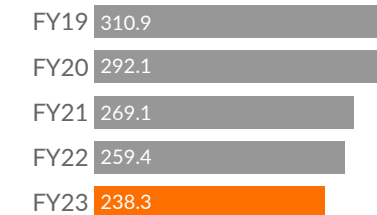
Leaks
Per 1,000 system miles (AL, MS, MO)

FY19	59.3
FY20	48
FY21	31.8
FY22	25.6
FY23	22.2
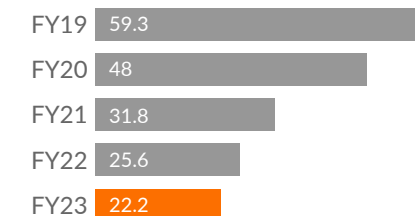
Damage prevention

The leading cause of damage to our distribution pipeline system 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 projects begin.

Damages
Per 1,000 locates

FY19	3.87
FY20	3.89
FY21	3.74
FY22	3.67
FY23	4.05

Purging alternatives

To safely maintain our distribution system, we have to periodically depressurize it. In 2023, we began using mobile temporary compression and vacuum technology as an alternative to purging the lines and venting natural gas into the atmosphere.

The equipment 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.

Over the last year, we have remained dedicated to advancing innovative solutions that are integral to shaping a sustainable energy future. In pursuit of this commitment, we've forged partnerships with experts in purging alternatives to leverage cutting-edge technologies.

To date, we've completed seven cross-compression projects across our operations territory, reclaiming over 250,000 standard cubic feet of natural gas and preventing its release into the atmosphere. We're excited to continue deploying this technology in upcoming projects and eagerly pursuing new opportunities as they emerge.

Advanced mobile leak detection

Advanced mobile leak detection (AMLD) is an efficient survey tool via vehicle or drone to detect sensitive methane and ethane leaks on our system.

Spire is currently evaluating deployment of truck-based mobile leak detection systems for our utility operations. Preliminary research suggests that AMLD systems are safer, more effective and more efficient than conventional methods, and deliver additional Gas Distribution Integrity Management Program and GHG emissions advantages.

Drones

Drones remain an effective and attractive option for investigating methane emissions throughout our operations. We operate multiple drones within our utility and storage operations to conduct aerial surveys quickly and efficiently.

Our drone operators assist inspectors with visual inspections of bridge crossings and right-of-way walking surveys. In Alabama, the telecom instrumentation and control team uses the technology to inspect SCADA communication towers, rather than contracting tower climbers to perform the inspection.

Facilities

Our Facilities team maintains more than 50 company locations throughout our service area. In 2021, we conducted an American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Level 1 energy audit on all our facilities. Based on recommendations from that audit, we developed a standardized energy-efficiency/sustainability approach to facilities management. This approach includes:

• Energy analysis protocols

• Building envelope recommendations

• Mechanical, electric and plumbing recommendations

• GHG emissions inventory of facilities

This standardized approach has been implemented as part of several renovation projects at Spire facilities located in Missouri. Details of this approach are documented in Spire's Environmental Initiative Facilities Strategy and Handbook and Facilities Guidance Document for Environmental and Sustainability Measures.

Building energy usage*
kBTU by calendar year (GRI 302-1)

Year	Alabama	Gulf	Mississippi	Missouri	Spire Marketing*	Spire Storage**	Combined
2017	37,413,282	21,818,301	1,726,403	46,112,297	N/A	N/A	107,070,283
2018	34,226,277	19,907,164	1,620,539	54,306,452	N/A	N/A	110,060,432
2019	39,238,357	21,658,614	1,629,317	60,285,005	626,166	N/A	123,437,459
2020	32,123,672	22,731,547	1,646,605	58,052,812	611,070	N/A	115,165,706
2021	31,282,207	22,671,197	1,499,092	50,828,221	713,103	N/A	106,993,820
2022	28,441,417	22,466,990	1,604,487	56,907,931	945,474	N/A	110,366,299
2023	21,549,107	21,093,026	1,607,230	50,670,370	682,060	NA	95,601,793

Building energy intensity
kBTU/Ft2 by calendar year (GRI 302-3)

Year	Alabama	Gulf	Mississippi	Missouri	Spire Marketing*	Spire Storage**	Weighted Avg.
2017	98.2	227.4	53.6	70.0	N/A	N/A	91.6
2018	89.8	207.5	50.3	82.4	N/A	N/A	94.2
2019	103.0	225.7	50.6	91.5	48.3	N/A	104.5
2020	84.3	236.9	51.1	88.1	47.2	N/A	103.9
2021	82.1	236.3	46.5	77.1	55.0	N/A	98.6
2022	74.7	234.1	49.8	82.0	73.0	N/A	90.7
2023	61.0	219.8	49.9	92.8	52.6	N/A	91.9

*There is no gas meter for the Spire Marketing office in Houston

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

Spire also monitors water usage in building facilities by tracking monthly water utility information. Below is a five-year summary of that usage.

Building water usage (kGal)

kGal by fiscal (2019-2021) and calendar year (2022-2023)

Year	Alabama	Gulf	Missouri	Spire Marketing	Spire Storage	Total
FY19	3,889	2,141	13,008	202	66	19,306
FY20	4,540	2,192	6,385	186	66	13,369
FY21	9,832	3,059	9,279	298	66	22,534
CY22	5,513	2,749	8,786	256	66*	17,370
CY23	2,451	2,586	8,716	257	66*	14,076

Water usage has not been tracked at Spire Storage since 2021. CY22 and CY23 totals listed above are estimates.

Waste minimization and recycling

Our waste minimization and recycling programs represent additional steps we take to help address our environmental footprint. We track waste streams, including solid waste disposal, and identify avenues to further minimize waste generation.

At most office locations and service centers, multiple waste streams are recycled, including used gas meters, office paper, cardboard, scrap metal, used oil, tires and batteries.

E-waste

We've partnered with Lenovo to implement a more consistent e-cycling program for laptops, keyboards and other electronics. For this reporting period, we recycled over 2,100 electronics weighing more than 15,500 pounds.

In 2023, we partnered with AT&T to implement a responsible wireless reuse and recycling program. For this reporting period, we reused and recycled 1,625 devices, eliminating the emissions of 17,500 pounds of GHG emissions.

Based on current waste tracking methods, the following waste totals were generated and tracked in 2023.*

Municipal solid waste	CY21 (Tons)	CY22 (Tons)	CY23 (Tons)
Yard waste	108	113	140
Plastic	37	24	4
Solid waste	4,105	4,179	3,675
Construction debris	4	17	10

Recycled material	CY21 (Tons)	CY22 (Tons)	CY23 (Tons)
Cardboard	74	70	34
Mixed	20	35	16
Appliances	78	61	97
Metal	33	17	38
Construction and yard waste	N/A	5	0

Recycled paper savings	CY21 (Tons)	CY22 (Tons)**	CY23 (Tons)
Barrels of oil saved	793	1,641	1,774
Kilowatts of energy saved	307,181	560,675	606,287
Cubic yards of landfill space saved	264	547	591
Gallons of water saved	531,244	957,250	1,035,125
Trees saved	1,329	2,461	2,661

Recycling information is generated for a portion of our facilities

**In the 2022 Sustainability Report, the CY22 recycled paper savings data reflected quarterly totals. The annual totals for CY22 are restated above*

Joplin service center renovation

In late 2023, we completed a full renovation of our service center in Joplin, Mo. Significant energy-efficiency improvements were incorporated in the building renovation design, resulting in energy savings and emissions reductions:

- Building envelope improvements
  - Complete roof replacement — improved insulation and durability
- Mechanical / electrical / plumbing improvements
  - Replaced existing inefficient HVAC system (rooftop units) with high-efficiency commercial split-system (indoor air handling systems and outdoor condensing units)
  - Installed high-efficient hydronic (hot-water) space heating boiler for air handler and variable air volume (VAV) system
  - Replaced standard efficiency domestic water heating system with high-efficiency tank-type water heater

Energy savings after mechanical, electrical and plumbing renovation:

- Annual electric energy use savings — 29% energy savings and 29% GHG emissions reduction
- Annual natural gas energy use savings — 46% energy savings and 46% GHG emissions reduction

Chemicals and hazardous waste avoidance

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

We use aerosol paint cans in our operations. Since spent cans are treated as hazardous waste if they have any amount of paint left in them, we use puncture devices to drain remnants into a metal drum. The empty paint cans are then recycled as scrap metal. This reduces the amount of hazardous waste stored onsite, which lowers our environmental risk.

Sustainable office products and materials

We continue to analyze the list of products being used at our facilities, identify sustainable replacement options, if available, and select products that provide the most immediate impact.

Office Essentials provides a sustainability report each year related to sustainable products (copy paper, tissues, paper pads, etc.) we purchase. For 2023, our sustainable spend was 37% (up 5% from 2022 spend levels).

Fleet

In 2022, Spire piloted a study for a new fuel card to ensure it met the requirements for providing the necessary data to better track fuel use and calculate related emissions for all our retail fuel purchases, which account for approximately 60% of all fleet fuel purchased.

Based on that study, we developed a plan for tracking accurate and verifiable emissions as well as fuel usage data from fuel card use. We completed the rollout of the new fuel cards in spring 2023. Next steps include further analysis and refinement of company fueling operations. Our goal is to achieve transaction-level data on at least 90% of our companywide fuel use.

In 2021, we began tracking the idle time, fuel use and associated emissions for vehicles where GPS equipment was installed. We have recently implemented new policy guidelines for employees to reduce vehicle idling time, which we know is an important factor in reducing emissions from our fleet.

Fleet fuel use
Gallons/Gasoline gallon equivalent by calendar year

	CY21	CY22*	CY23*
Gasoline (Gal)	1,790,788	1,843,031	1,795,331
Diesel (Gal)	1,168,843	1,123,191	1,015,111
CNG (GGE)	120,270	105,819	29,579

*The year-over-year shift in fuel use is directly related to the increased growth of Spire's fleet and the fleet industry's preferred use of gasoline-powered vehicles. We expect to transition CNG vehicles out of our fleet over the next 2-3 years

Alternative and renewable energy sources

Spire supports the use of alternative and renewable energy sources and allowing our customers access to them in affordable ways. Part of our strategy to reduce GHG emissions includes evaluating alternative energy sources, such as renewable natural gas (RNG) and certified natural gas. The addition of renewables to our portfolio will allow us to reduce emissions from operations while helping our customers meet their environmental goals.

Our long-term strategy is to include renewables as part of our gas supply at a price that all customers can afford.

Renewable natural gas (RNG)

We conducted an independent study on potential RNG projects to pursue, and we're currently assessing and evaluating the feasibility of each project to deliver a low-carbon, affordable and reliable source of energy.

Because it's fully compatible with conventional natural gas and the existing pipeline infrastructure, it can be injected into pipelines to reduce natural gas carbon content. RNG will also reduce the GHG emissions being released into the atmosphere through the decomposition process of the organic waste feedstocks.

Benefits of using RNG:

- Displaces fossil fuel use because RNG is interchangeable with conventional natural gas and can be used in residential, commercial, industrial and transportation applications

- Advancement in waste management solutions

- Allows meaningful progress toward decarbonization, especially in hard-to-decarbonize sectors such as heavy-duty transportation or industrial facilities that require high-temperature heat for industrial processes

- In the transportation sector, RNG has the dual benefit of reducing GHG emissions and significantly improving air quality because RNG produces less nitrous oxide (NOx) and particulate matter emissions compared to traditional gasoline and diesel fuels

- In the farming industry, manure may be sold as a feedstock for RNG production and can contribute to economic development in support of our agricultural communities

- In the food industry, food waste may be diverted to RNG facilities, avoiding costly landfill fees

- Operationally, RNG facilities often are online 24/7 and have the potential to be geographically dispersed within the Spire service territory, offering system resilience and a more diversified fuel supply
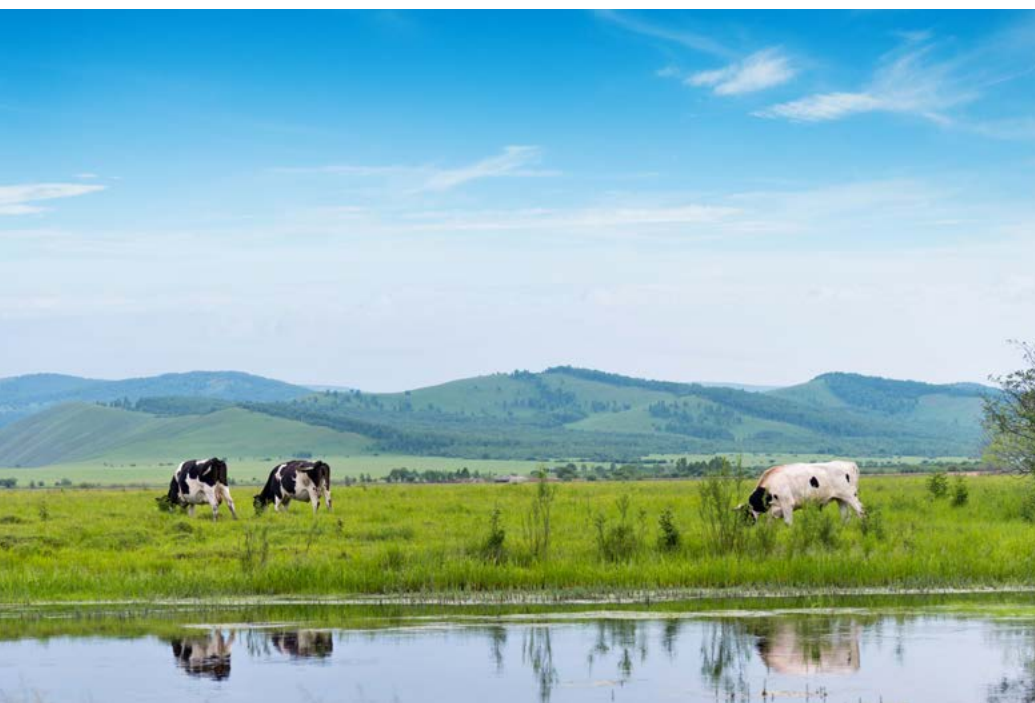
Spire supports the use of alternative and renewable energy sources as part of our overall strategy to reduce greenhouse gas emissions and to be carbon neutral by midcentury.

RNG implementation plan:

Our current implementation plan for RNG focuses on Missouri. We continue to work with regulators to establish regulatory treatment and tariffs for capital deployed to develop and offer renewable products, as established by the passing of Missouri House Bill 734 in 2021.

At present, Spire Missouri has three RNG projects in various stages of construction that will produce an estimated 1.67 BCF of renewable natural gas. The first project is scheduled to go live in July 2024.

Certified natural gas

Certified natural gas is natural gas that has been certified by a third party to verify that the collection and delivery of the gas meets a set of environmental criteria. Certified natural gas is also referred to as responsibly sourced gas, differentiated gas, green gas, independently certified gas and reduced-carbon natural gas.

To be certified, natural gas must comply with stringent greenhouse gas emissions standards compared to current regulations. Usually, natural gas is considered responsibly sourced if it is delivered with <1% residual methane emissions.

In order to certify natural gas as responsibly sourced, it must undergo a formal process that uses technology to quantify and monitor emissions. Certification is based on standards such as air emissions, water and waste, labor and community impacts, depending on the certifying body. These processes are different from other voluntary corporate social responsibility efforts or commitments because companies are evaluated by a third-party organization.

In spring 2022, Spire Marketing completed a multi-year agreement to purchase certified natural gas. As of Dec. 31, 2023, Spire Marketing received certified natural gas credits in the amount of 1,842,908. Each credit is valued at 1MMbtu.

Hydrogen

As stated in our last two reports, we have studied hydrogen, including its feasibility and uses in our natural gas distribution system. In 2023, our project engineering and sustainability teams took a deep dive into the research and theoretics of the emerging hydrogen world to better understand where we might position ourselves in the emerging market. Currently, hydrogen isn't cost effective for Spire or our customers, but we will continue studying and watching industry trends.

Carbon Offset Initiative

In late 2023, we filed an application with the Missouri Public Service Commission seeking approval of a Carbon Offset Initiative. If approved, this program will provide our gas utility customers in Missouri the opportunity to voluntarily purchase a combination of environmental attributes to offset a portion or all the carbon emissions from their natural gas usage. The specific environmental attributes, according to the application, are Renewable Thermal Certificates, which are renewable natural gas specific environmental attributes, and Verified Carbon Offsets.

Energy-efficiency programs

Through weatherization, rebate and financing programs, customers in Missouri and Mississippi have access to the resources they need to make more energy-efficient choices for their homes and businesses — leading to lower GHG emissions. Customer-generated GHG emissions fall within the Scope 3 emissions category, which fall outside of our control and sustainability plan.

Through our energy-efficiency programs in both states, our participating customers reduced annual GHG emissions by over 18,330 metric tons of CO2e in 2023.

That's the equivalent of GHG emissions from:

46,880,713

miles driven by an average passenger vehicle

20,201,280

pounds of coal burned

2,390+

Homes' energy use for one year

Currently, our programs only measure the first-year energy savings for participants; however, we are considering measuring lifetime reductions moving forward.

Through our energy-efficiency programs, customers have access to the resources they need to save energy — and money.

Pay As You Save Program

Spire partners with Ameren Missouri in eastern Missouri and Evergy in western Missouri to offer Pay As You Save (PAYS®), a program that helps Missouri customers reduce their utility bills through energy-efficiency upgrades with little to no upfront costs.

Through the PAYS® program, customers can lower their annual energy costs while Spire and Ameren Missouri/Evergy cover all or most of the upfront costs required to install energy-efficiency equipment in the home.

"

Through the PAYS® program, customers have the opportunity to make energy-efficient upgrades to their homes while spreading out the costs of those upgrades over time.

– Lemartt Holman, manager, Spire energy efficiency program

Partnerships for the future

With a firm belief that natural gas is a key part of a sustainable energy future, we've stepped 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

We are a member of 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.

The ONE Future Coalition's 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. Each member's progress in emission reductions is critical to achieving ONE Future's goal. We report our progress annually to ONE Future and include reporting in the appendix of this report.

Energy Capital Ventures

We are a founding limited partner of Energy Capital Ventures' (ECV) capital fund focused on driving natural gas innovation and research in clean energy solutions. The fund identifies top innovators to collaborate with founders 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.

Gas Technology Institute

Gas Technology Institute (GTI) is a leading, independent nonprofit 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.

Spire Alabama is proud to be a member of both the GTI Utilization Technology Development and the GTI Operations Technology Development groups.

Through Spire's ONE Future membership, we also participate in Veritas, a GTI Differentiated Gas Measurement and Verification Initiative, which was designed to accelerate actions that reduce methane leakage from natural gas systems.

NYSEARCH

NYSEARCH is a member-driven Research Development & Demonstration (RD&D) collaboration of natural gas utilities in North America. We are an active participant in NYSEARCH and its numerous RD&D projects across various program areas, including improved installation, maintenance and repair, pipeline integrity, direct and remote assessment, pipe location and damage prevention, leak detection, real-time sensing and inspection for distribution, environment/reducing greenhouse gas emissions, gas quality, evaluation of new materials, and advanced polyethylene piping and joining.
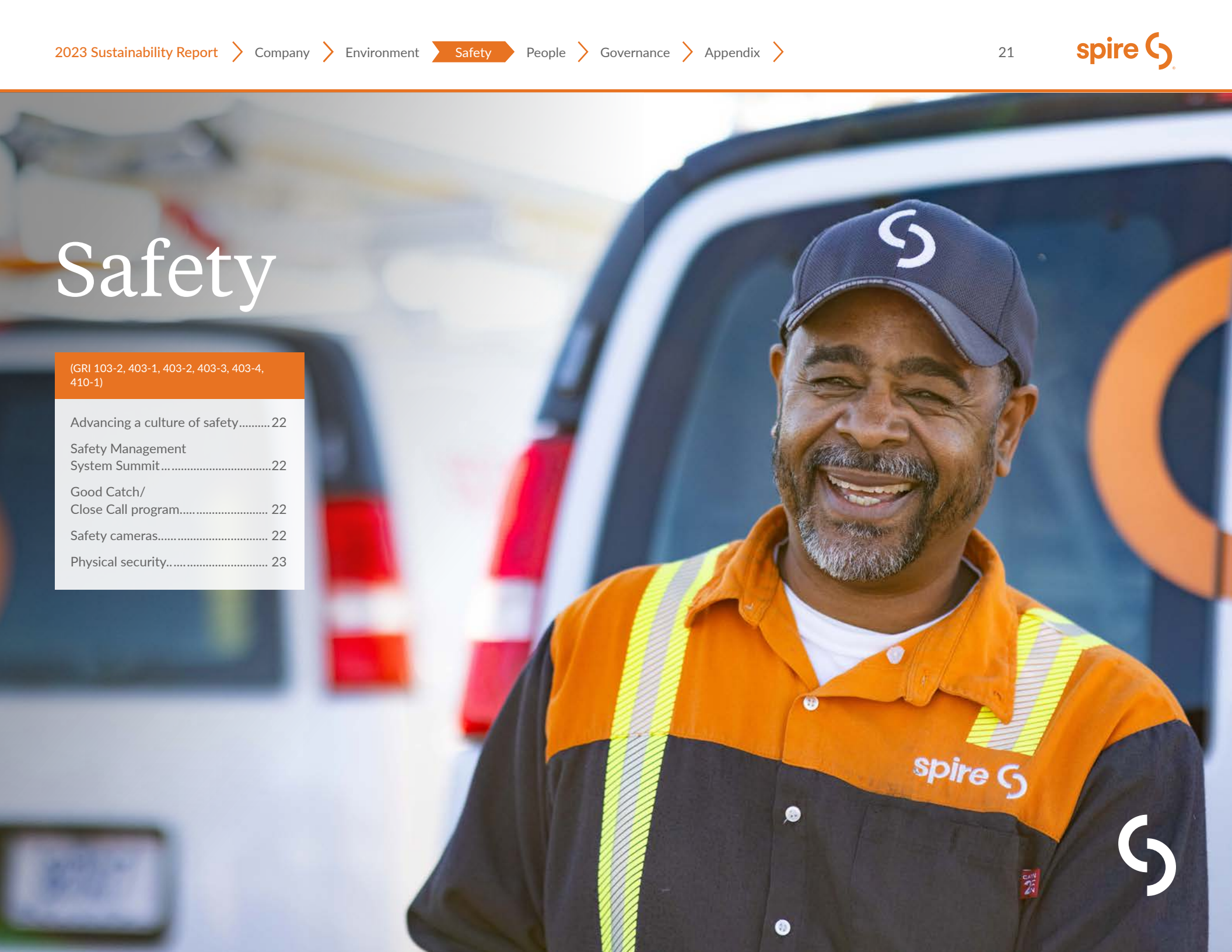
We've partnered with industry leaders to collaborate and find solutions for further reducing methane emissions across the natural gas value chain.

Safety

(GRI 103-2, 403-1, 403-2, 403-3, 403-4, 410-1)

Advancing a culture of safety

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

We maintain health and safety policies that comply with all applicable regulations, including OSHA, FMCSA and PHMSA. Safety metrics are incorporated into our annual incentive plan for all employees who work in the field. In addition, our incentive plan for officers includes a safety metric to reinforce that a culture of safety starts with our leaders and Spire's Executive Safety Council.

In 2023, we saw the following safety advancements across our operations:

- 10th annual Safety Management System Summit
- Full implementation of safety camera and telematics system
- Greater emphasis on Good Catch/Close Call program

Safety Management System Summit

Spire's 10th annual Safety Management System Summit was held in 2023. The summit provides an opportunity for leaders, frontline workers and safety professionals across the company to come together to share best practices and expand their learning, with the goal of providing a safer workplace for all Spire employees.

Good Catch/Close Call program

The Good Catch/Close Call program encourages employees to identify potential safety improvements in the workplace. Spire's safety team reviews all requests, grades them in regard to immediate need and closes the loop with the employee who made the suggestion.

Now in its second year, the program continues to be a driving force in the reduction of motor vehicle accidents at Spire.

Safety cameras

In 2022, we finished installing safety cameras and GPS systems in all company vehicles. The camera system incorporates leading technology to identify risky driving behaviors that could lead to accidents.

Drivers assign themselves to the vehicle they drive for their shift. This also enables the correct driver information to be captured so that driver scores are collected and positive driving behaviors can be rewarded. This practice now applies to all employees operating company vehicles in any capacity, including pool cars. The data collected continues to be used to provide real-time coaching to promote even safer driving habits.

In 2023, we introduced in-cab audio alerts for the safety camera systems installed in all company vehicles. The audio alerts focus on three specific driving behaviors: speeding, following distance and distracted driving. If the system detects an unsafe condition related to any of these driving behaviors, drivers receive an audio alert to remind them to take appropriate action.

At the same time in-cab audio alerts were introduced, drivers gained access to their individual GreenZone drive score and virtual coaching through the Driveri app. Managed coaching offers additional support to improve driving behaviors in the future. All these features help to reinforce positive driving behaviors for employees.

The safety camera program has proven effective, allowing us to track accident severity in addition to number of accidents. For 2023, at-fault motor vehicle accidents (MVAs) were the lowest since 2020.

Physical security

The physical safety of our communities, which also includes our employees, worksites and customers, is a priority. We must be prepared for emergencies and be able to respond to crisis situations quickly and effectively. As such, we have an infrastructure in place related to physical security and crisis management.

This team reaches across our business footprint and is focused on a variety of efforts, including security and crisis management services, business continuity and regulatory compliance. They develop standardized security and crisis management processes that ensure consistency in all of our regions.

They also work across business units to assist and develop effective and auditable business continuity and emergency response processes, and work to meet Department of Homeland Security Transportation Security Administration security guidelines as well as Chemical Facility Anti-Terrorism Standards critical infrastructure security compliance metrics for pipeline and storage facilities.

Total recordable incident (TRIR) and Days away, restricted or transfer (DART)

TRIR and OSHA DART rates saw an increase in 2023, due in part to a one-time illness where 10 employees fell ill from an airborne contaminant caused by bird droppings. Another contributing factor is attributed to meter changes, where the number of soft tissue muscular skeletal injuries rose from the increased effort to upgrade existing traditional meters to advanced meters. We have implemented awareness training, ergonomics education and have sourced new tools to help reduce ongoing and future risk of injury.
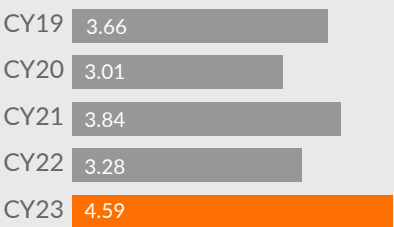
OSHA DART rate*

CY19	1.72
CY20	1.69
CY21	1.74
CY22	1.37
CY23	2.38
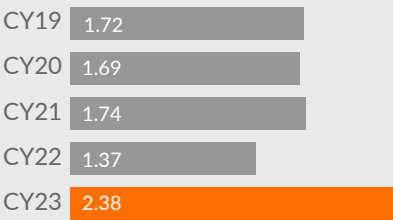
Calculation = number of cases involving days away from work plus the number of cases involving job transfer or restriction x 200,000/annual hours actually worked
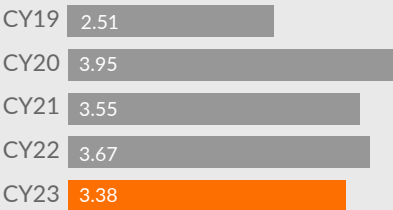
TRIR*

CY19	3.66
CY20	3.01
CY21	3.84
CY22	3.28
CY23	4.59

Calculation = total number of OSHA recordable cases x 200,000/annual hours actually worked

MVA rate*

CY19	2.51
CY20	3.95
CY21	3.55
CY22	3.67
CY23	3.38

Calculation = number of reportable MVAs x 1,000,000/total miles driven

This data is now reported on a calendar year basis. In previous reports, data was reported on a fiscal year basis

People

(GRI 102-8, 102-9, 102-10, 102-12, 102-20, 102-41, 103-2, 203-1, 203-2, 204-1, 308-1, 308-2, 401-2, 401-3, 402-1, 403-2, 403-4, 404-2, 404-3, 413-1, 413-2, 414-1, 414-2)
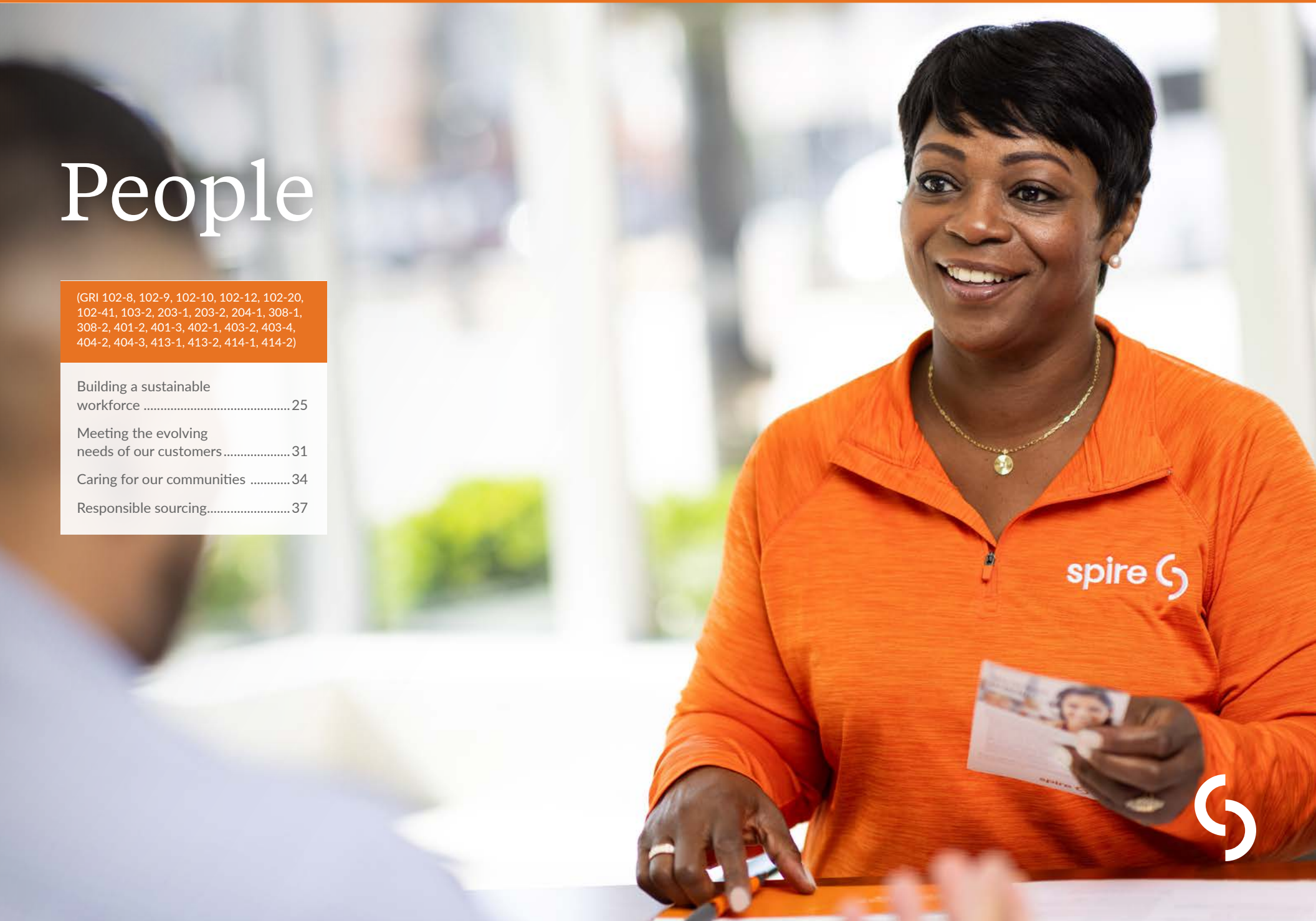
Building a sustainable workforce

The strength of our business is rooted in the nearly 3,600 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.

We're committed to 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. We believe diverse perspectives are essential, helping us find new and better ways to serve our customers.

In 2023, we strengthened our workforce and furthered the advancement of our employees in the following ways:

- Invested time and resources in creating new and revising existing leadership development programs

- Extended the use of our succession planning framework centered on core leadership criteria, meaningful talent discussions and intentional development plans

- Expanded education assistance partnerships and supported the continuing education of 233 employees

- Expanded the second cohort of the Fuel Your Perspectives program with 13 employees

- Partnered with National Urban League and the Center for Energy for Workforce Development to launch an Urban Energy Training Program in Birmingham
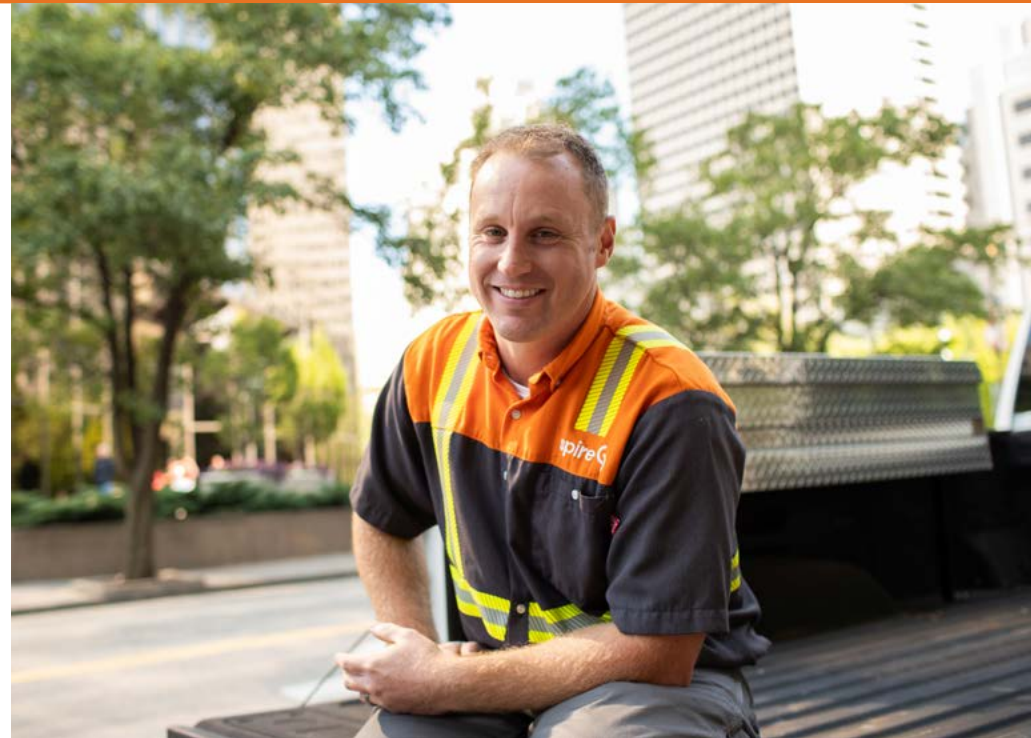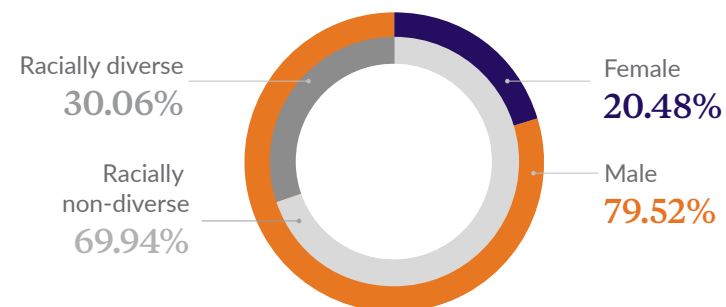
Creating an inclusive workforce

At Spire, we embrace and celebrate our differences to better understand each other and the world around us. Creating a sense of belonging is the responsibility of all employees and championed by our leaders. We believe that inclusion is not an initiative or one-time activity but rather we strive to bring an inclusive mindset to all that we do in our day-to-day work to serve our customers. This is evidenced in our recruiting process, development programs and outreach to the communities we serve.
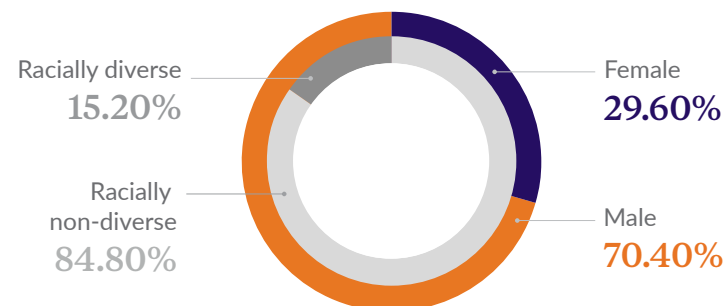
Workforce diversity

In 2023, the demographics of our workforce show growth in diversity, with the largest increase occurring in the management levels. When reflecting on the demographics of our workforce, it's our desire for our employee population to match the diversity found in the communities where our employees live and work. Our commitment to workforce diversity is exhibited in our recruiting processes, our development programs and how we help all employees grow.
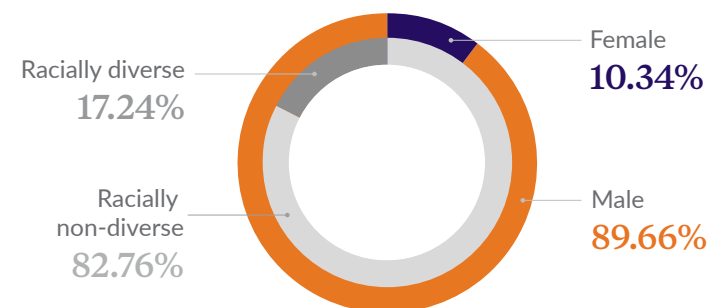
Total workforce*

Racially diverse
30.06%

Racially non-diverse
69.94%

Female
20.48%

Male
79.52%

Management*
(Director level and above)

Racially diverse
15.20%

Racially non-diverse
84.80%

Female
29.60%

Male
70.40%

Executive leadership*
(Vice President and above)

Racially diverse
17.24%

Racially non-diverse
82.76%

Female
10.34%

Male
89.66%

*Active employees as of Dec. 1, 2023

Attracting and developing talent

Creating a sustainable workforce requires bringing the right talent with the right skills into the organization, providing career advancement and development opportunities while serving the needs of our customers.

Spire focuses on three core segments to attract talent into the organization:

- Targeted partnerships with universities and colleges providing four-year degree programs create pipelines for our professional positions
- Professional and trade organization involvement creates opportunities for us to connect to experienced professionals
- Relationships with technical colleges provide talent for our many skilled trade roles

Internship program

In 2023, Spire hosted 19 interns, representing 15 universities, providing students with rich development projects and opportunities to gain valuable work experience. All interns participated in an inclusive onboarding, were provided with curriculum to help advance their business acumen and were given an opportunity to give back to the communities with a day to volunteer at a local charitable

organization. After completing the summer internship program, one intern transitioned to full-time employment with Spire.

Community partnerships

To help ensure available positions have the broadest reach possible, we leverage partnerships with organizations like Urban Leagues of Metropolitan St. Louis and Birmingham, the Hispanic Chamber of Commerce of Metro St. Louis, the Hispanic Interest Coalition of Alabama and the Diversity Awareness Partnership.

Together with the National Urban League, the Center for Energy Workforce Development and other energy companies, Spire helped to create a "Get into Energy" career pre-employment training program in Birmingham, Ala. This initiative was designed to help build diverse talent pipelines for careers in energy. Over two months, five graduates were assessed on a range of hard and soft skills and introduced to construction trade and customer service skills.

Spire Cooperative Education program

The Spire Cooperative Education program provides on-the-job training opportunities for students and continues to be an important talent pipeline for our skilled trade positions. We partner with Ranken

Spire Cooperative Education Program Class of 2023

Technical College and Jefferson County Community College in Missouri.

In 2023, 100% of our graduating co-op students from both organizations were hired into full-time positions. Recognizing the important role of technical schools/programs that teach the skilled trades and the challenges that often impact underrepresented, or income-impacted individuals, Spire offered $20,000 in scholarships to students enrolled at these two partnering schools.

To continue to add value to these programs, work was completed in 2023 toward obtaining certification for Spire's Cooperative Education Program to become a Registered Apprenticeship Program. This

certification will provide resources and benefits to both Spire and the students who participate, further helping to create opportunities for careers in energy in our communities.

Career Discovery Pathway Program

We recognize that our future success starts early when thinking about talent pipelines, which is why we continue to invest in the high school students in our communities. Through our Career Discovery Pathway Program and partnerships with North and South County Technical High Schools in St. Louis, Mo. and Manual Career Technical Education High School in Kansas City, Mo., students are exposed to careers in the energy industry and given opportunities to connect with Spire employees in high school.

Encouraging employee development

All employees at Spire are encouraged to take charge of their own development, seek out other perspectives, develop new skills and improve their leadership abilities. Spire supports employees in their development through numerous programs.

Sharing Viewpoints

Launched in January 2023, Sharing Viewpoints is an informal mentoring program created to be a mutually beneficial program for mentors and mentees alike, helping to cultivate talent, build strong interpersonal relationships and empower employees to reach their full potential. In the inaugural year, 58 pairs of mentees and mentors connected — supporting and learning from one another.

Education Assistance Program

We provide up to $6,000 in financial assistance to employees who wish to pursue additional education. We have strong partnerships with five universities to offer employees discounted tuition and zero out-of-pocket expenses, including books. Our university partners include the University of Arizona Global Campus (UAGC), Missouri Baptist University, Park University, Saint Louis University School for Professional Studies and Webster University.

In 2023, Spire supported 233 employees taking steps to advance their education and celebrated seven employees graduating from their programs with bachelor's degrees.

Leading Spire Series Class of 2023

Leading Spire Series

The Leading Spire Series wrapped up its sixth year in September 2023. Leading Spire is a leadership program that gives frontline supervisors and managers the tools to succeed, while improving and motivating their teams to do the same. New to the program this year, individuals participated in a ride-along with Field Operations, shadowed Customer Experience and participated in an emotional intelligence eQi workshop. To date, more than 550 employees have graduated from the program.

Fuel Your Perspective

First piloted in FY21, the Fuel Your Perspective career rotational program provides a foundational understanding of how our business operates by allowing employees to shadow other departments several days a week while continuing to perform their regular jobs. Thirty percent of participants from the 2023 program were promoted or moved cross functionally to new positions.

Leading the Field

Leading the Field is a program designed for leaders of people in Field Operations and includes two-day, instructor-led sessions and computer-based training with manager touchpoints. This program was created by a team of 22 cross-functional members with varied expertise to produce the best training materials and context possible.

Leadership Development Series

The Leadership Development Series is tailored for Spire directors, managing directors and officers. The program was introduced in early 2024 and includes two core workshops focused on exemplary leadership practices and inclusivity. The workshops, conducted in small-group settings, aim to equip leaders for ongoing success at Spire.

Diverse leadership programs

Spire leverages external development programs targeted specifically to diverse individuals to help address the specific challenges faced by diverse leaders and help them grow leadership capabilities, expand networks and create awareness within the industry. Spire hosted six leaders in the 2023 class of the Greater STL Inc. Business Diversity Initiative Fellows Experience and two employees in the American Gas Association's Next Level Leadership Women's Program.

Succession planning

Proactive and thoughtful succession planning is a cornerstone of developing meaningful and actionable workforce development plans that are inclusive. That's why we put extensive effort into refining our succession planning approach and expanding it from beyond the executive leadership group. All officers used the future-critical leadership criteria described in our framework to nominate potential successors for their roles. Officers collaborated in cross-functional discussions to explore next-level readiness and developmental opportunity areas for potential successors.

We then introduced the process to director-level employees in small group succession framework sessions in preparation for director-level succession planning in 2024. Leaders participate in talent reviews, which help fuel role-swaps and cross-functional moves across the organization and regions, sharing perspective and giving depth to the experience of a potential successor.

We also utilize internal coaching for our employees with growth potential to further develop their personal leadership skills.

Engaging a diverse workforce

Employee engagement continues to be key to supporting a strong culture and encouraging creative and innovative ideas across the company. Due to the nature of the work we do, with approximately 65% of employees working in the field and 35% working in office environments, we continue to develop communication strategies that work for all employees.

inSpire, our company intranet, is our primary source of information for employees. We have been intentional around creating inclusive (DEI-related) content on this channel. Efforts are focused on including culturally diverse events and educational updates related to DEI practices and understanding common DEI terms.

We also provide weekly updates to our 500 plus leaders of people and encourage them to share that information with their teams. In addition, we expanded our digital signage platform, which provides news, announcements and reminders to employees across all geographies.

Our Beyond the Boots podcast continues to be a successful platform to reach employees, covering company and industry-related topics that help educate and inform employees and stakeholders.

New in 2023, we introduced the "Take 3" podcast, an internal-only broadcast that covers the top three points of business employees need to know in three minutes or less.

Working at Spire

We believe taking care of our employees and creating opportunities for them is the best way to build a sustainable, inclusive and strong workforce. That includes providing a comprehensive 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. In 2023, Spire introduced a Total Rewards Statement that was personalized and provided to all employees. These statements were designed to help employees better understand the full scope of Spire's compensation and benefits programs.

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
	Parental leave benefits
	Adoption benefits
	Military leave
	Flexible work policy
	Employee discount programs
	Employee service recognition awards

Parental leave policy

Research shows that parents who have access to paid leave are better able to care for their children, leading to everyone's better health and wellbeing. In 2023, we introduced a parental leave policy, allowing eligible full-time employees who have given birth to a child, have become a legal parent through surrogacy, or are a spouse or domestic partner of a person who has given birth, two weeks (80 hours) of paid time off. This policy provides paid leave to care for and bond with a newborn within six months following the birth. Additionally, employees are given a paid day off for the birth of their child if the birth falls on a regularly scheduled workday.

Partnering with our unions

Approximately 54% of our workforce is covered by 10 different bargaining agreements throughout the company. Our leadership engages with union leadership on a regular basis to discuss current issues and future changes that affect employees. We ratified two labor agreements in 2023 — one in Spire Alabama and one in Spire Gulf.

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. And while Spire can make reasonable operational changes in support of providing safe, reliable and efficient service to its customers without having to provide notice to unions, we recognize the need to build a partnership based on trust and mutual respect with each union and to work together to address areas of mutual interest and concern.

Meeting the evolving needs of our customers

We safely deliver affordable, reliable and efficient energy to the 1.7 million homes and businesses we serve every day. With a strong foundation in place, we continue to focus on better understanding our customers' needs so we can serve them better than ever before.

In 2023, our focus on serving customers resulted in:

- Connected customers with more than $33 million in federal, state and Spire energy assistance for customers, an increase of more than 18% over 2022 assistance levels
- Installed more than 550,000 advanced meters since the program launched in 2020
- Acquired MoGas Pipeline, enhancing our ability to serve natural gas customers in Missouri
- Began Spire Storage facilities expansion in Wyoming, providing an even stronger position to serve customers in western U.S. markets

Customer assistance programs

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.

In 2023, Spire helped connect families with more than $33 million in federal, state and Spire energy assistance funding. Below are some of the available assistance programs:

- **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 the needed repair
- **Budget Billing:** Designed to keep bills consistent year-round, customers enrolled in Budget Billing will know exactly what to expect each month
- **Cold weather plan:** In Missouri, from Nov. 1 through March 31, eligible customers can enroll in a cold weather plan, based on the Missouri Cold Weather Rule. With this plan, those who have fallen behind on their bills can make an initial payment and then begin a monthly payment plan
- **Disconnection protection:** We provide several programs for customers with household members over the age of 65, with disabilities or those at risk of a medical emergency if service is disrupted

- **DollarHelp:** In 2023, we raised more than $1.4 million across our Alabama and Missouri communities to help thousands of families on a limited income stay warm. Through these efforts, more than 4,000 households received more than $1.7 million in DollarHelp assistance

- **Extended due date program:** For customers in Missouri on Social Security, sometimes bills and monthly benefit checks aren't in sync. These customers may be eligible for a special payment extension for up to one week

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

- **Payment arrangements:** For those who qualify, we offer multiple payment plan options to help customers get their past-due balance back on track. In Missouri, we provide a monthly bill credit and match payments toward past-due amounts for customers whose household income is up to 60% of the state median income. In 2023, Spire provided over $2.9 million in bill credits

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

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

- **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

Thousands in our communities are eligible for energy assistance, but not all realize help is available. So, in 2023, 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 in more than 4,000 households received more than $1.7 million in DollarHelp assistance

- Committed $500,000 per year for five years for additional funding in Missouri for low-income heating assistance

- Committed $300,000 per year for five years to agencies in Missouri focused on weatherization assistance

- Committed $200,000 per year for five years in Missouri for our bill assistance programs

Measuring customer satisfaction

We survey our customers to learn more about their Spire experience. We analyze that data to improve customer service.

In 2023, we surveyed over 18,000 customers after their interactions with our customer service representatives, our service technicians or the My Account online service portal.

Top scores for overall satisfaction with those three contacts were:

- **Service technician—94%**

- **Customer service representative—82%**

- **My Account—76%**

We continue to follow up with customers who listed questions or concerns on their survey. This process has allowed us to connect with those customers to help ensure their overall satisfaction. We were able to connect with more than 2,050 customers in 2023.

On-time appointments

Our two-hour appointment windows in Alabama and Missouri better accommodate our customers' busy schedules. Customers also expect us to arrive on time during the window that's provided. In FY23, our on-time appointment attainment rate was 99% across the regions we serve, helping to increase customer satisfaction and demonstrating we continued to be there for our customers.

"

When customers need help paying their gas bill — we're here for them. In 2023, we connected families with more than $33 million in energy assistance funding.
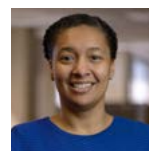
— Vernita Rodgers, manager, Community and Agency Services

Advanced meters

Adapting and changing to meet the needs of our customers and communities is at the core of what we do. For Spire to advance, we need to continuously discover new and innovative ways to serve our customers.

In 2020, we launched our Advanced Metering Infrastructure (AMI) program, which consists of advanced meters, technology and other infrastructure that work together in a coordinated network.

The upgrade to our metering technology is focused on enhancements to service, support and safety:

- **Seamless service:** With the advanced metering technology transmitting information hourly, customers will have greater insight into their energy usage, helping them better plan and budget each month

- **Even better support:** With clearer information on energy usage patterns, we can explore offering more customized solutions to better meet the specific needs of residential and commercial customers

- **Enhanced safety:** When AMI technology is fully implemented, we'll be able to detect and mitigate potential issues and emergencies quickly using real-time monitoring — keeping employees and customers even safer. This technology will also eventually eliminate the need to physically read meters

Using sound waves to determine the velocity of gas flowing, advanced metering technology sends real-time data on customer's natural gas usage to and from Spire to determine their natural gas bills each month. This technology is more accurate and consistent in determining usage, has lower maintenance and is even more reliable, when compared to a normal diaphragm meter.

Advanced meters provide detailed and accurate analytics on gas usage in real-time or at predetermined intervals, all done remotely. We are in the process of upgrading traditional meters across our service territories, and successfully installed more than 550,000 residential and commercial meters through the end of 2023.

Caring for our communities

Serving others remains at the heart of what we do — giving our time, talents and support to the communities where we live and work. We continue 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.

By advancing our community focus in 2023, we accomplished the following:

- Invested more than $6.2 million to support the communities we serve
- Increased the number of employee volunteers — 1,505 employees volunteering at 159 community organizations, a 4% increase over 2022
- Increased employee volunteer hours — more than 14,000 hours, a 6.3% increase over 2022
- Named one of Newsweek's "Most Responsible Companies" for the fifth year in a row

6.3% ▲

increase in employee volunteer hours over 2022

Social investment

We're using our energy for good to have a positive, measurable impact on the world around us. In FY23, we surpassed our social investment target with more than $6.2 million to support the communities we serve.

Total: $6.2M

Economic development
$875K

Community investment
$2.95M*

Marketing and memberships
$2.4M
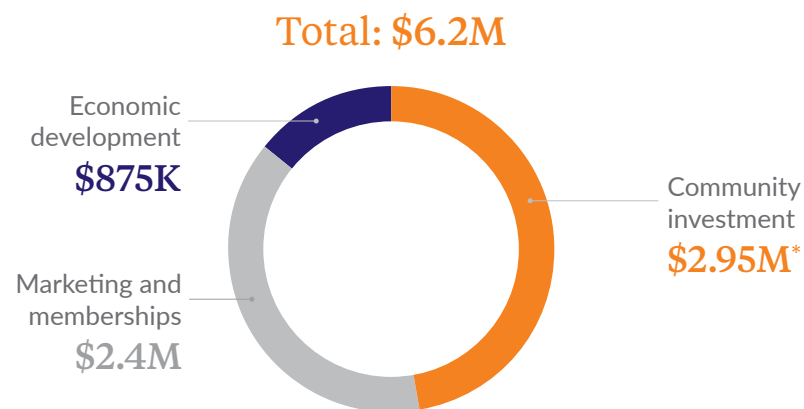
*As part of this total, we matched $80,776 in donations to support organizations our employees care about most. Since 2017, Spire has made nearly $700,000 in matching gifts to nonprofits

Through our Spire Serves charitable giving program, the Spire Foundation Board is the governing body tasked with adhering to the Foundation Indenture and overseeing grant decisioning. Budget Teams representing all Spire geographies are responsible for overseeing grant decision making in each of their respective regions. Both the Foundation Board and the Budget Teams meet quarterly. The Spire Serves Committee oversees the process and reports to the Sustainability Council.

The Budget Teams follow five strategic focus areas when making funding decisions, and we've established a target spend for each focus area. Below is how we performed in FY23:

Focus area	FY23 target spend	FY23 actual spend
Civic and Community Development	20%	29%
Education	20%	16%
Environment	20%	17%
Health and Human Services	35%	36%
Disaster/Off Strategy	5%	2%

Community engagement

We continued our Day for Good employee volunteer program by offering a variety of opportunities for employees to give back to their community. Each year, employees are provided eight hours of paid time away to volunteer with an organization that's important to them.

In 2023, over 1,500 employees volunteered, either virtually or in-person, at 159 community organizations across Alabama, Mississippi, Missouri and Texas. That's a 4% increase over 2022 levels. In total, employees volunteered more than 14,000 hours in 2023, up more than 6% from hours logged in 2022.

Spire named one of Newsweek's "Most Responsible Companies" five years in a row

For the fifth consecutive year, Spire was named one of "America's Most Responsible Companies" by Newsweek, recognizing the company for strong performance in three areas — environment, social responsibility and corporate governance.

In rankings released in December 2023 by Newsweek, Spire was listed among the top 600 companies across 14 industries in the United States, and we were one of only 10 companies ranked in our home state of Missouri and one of only two companies in the Energy & Utilities Industry sector in Missouri. Spire is one of only 156 companies that has been selected by Newsweek for all five years.

The Newsweek annual rankings are selected based on publicly available key performance indicators derived from Corporate Social Responsibility (CSR) and Sustainability reports. In addition, an independent survey was conducted to evaluate companies' reputations by asking consumers about their perception of activities related to corporate social responsibility.

AMERICA'S MOST RESPONSIBLE COMPANIES 2024

Newsweek
statista

🌀 SPOTLIGHT: InSpire Awards

In 2023, we established the InSpire Awards to honor exceptional nonprofits that demonstrate vision, innovation and a commitment to advancing Spire's mission of answering every challenge, advancing every community and enriching every life through the strength of our energy.

Four nonprofits were recognized with inaugural InSpire Awards for their outstanding contributions to enriching lives and fueling strong, more vibrant communities.

- **Children's of Alabama:** Dedicated to providing comprehensive healthcare and support to children, Children's of Alabama has demonstrated a remarkable commitment to improving the well-being of young lives

  ▷ Learn more

- **NourishKC:** NourishKC has made significant strides in combating food insecurity and promoting nutrition, ensuring that individuals and families have access to healthy meals and the resources needed to thrive

  ▷ Learn more

- **Forest ReLeaf of Missouri:** Forest ReLeaf's dedication to environmental stewardship and reforestation efforts has helped restore and preserve natural habitats, creating a greener and more sustainable future for communities throughout Missouri

  ▷ Learn more

- **Pedal the Cause:** Pedal the Cause has made remarkable strides in raising funds for cancer research and improving the lives of those affected by this devastating disease through their cycling events and community engagement

  ▷ Learn more

Spire's support for the InSpire Award winners extends beyond recognition. We provide intentional grant funding to bolster their initiatives and ensure their continued success. Spire employees also actively engage with these nonprofits, volunteering their time and expertise to make a tangible difference.

> ❝
>
> The InSpire Awards honor and celebrate nonprofits that exemplify Spire's commitment to fostering strong, vibrant communities. Remarkable outcomes can be achieved when we unite to enrich the lives of those we serve.
>
> — Scott Doyle, Spire Inc. chief operating officer, and Spire Foundation president

Responsible sourcing

Spire remains committed to operating responsibly and working with reputable suppliers who prioritize equity and sustainability across our business operations. Through responsible sourcing, we can help our supplier network grow, create jobs and positively impact our communities and local economies.

Our 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.

We've invested in people and resources to preserve the value created by our strategic sourcing efforts, assist in supplier management, and promote continuous improvement across our supply chain.

By monitoring supplier performance, our goal is to promote transparency, expand relationships and identify opportunities for mutually beneficial partnerships as we work toward shared sustainability goals.

In 2023, we successfully completed the following:

- Fully implemented the Smart Sourcing initiative
- Furthered our commitment to supply chain excellence
- Advanced our supplier diversity goals
- Continued a sustainability focus across Spire's supply chain

Supply chain resiliency

Spire's supply chain remains strong, and we've been able to meet or exceed our capital plan targets without any supply chain constraints or disruption. We continue to maintain an adequate supply of essential materials to meet our capital plans and ongoing business operations.

Below are ways we continue to build the resiliency of our supply chain to minimize the impact of supply disruptions to our business:

- Work with key suppliers to schedule monthly or quarterly orders to secure production slots for timely delivery of key materials
- Request monthly lead time updates from key suppliers
- Establish redundancy plans to ensure adequate supply of materials
- Expand our supplier base, where needed

Smart Sourcing initiative

We know that leveraging the power of our collective spend to streamline and standardize how we purchase goods and services will help us work even more efficiently in the future. In 2022, we established the Smart Sourcing initiative, a transformative supply management strategy to drive accountability in both our company and across our supply chain.

The Smart Sourcing initiative is designed to reduce or eliminate costs, optimize our supply base and drive operational efficiency. In 2023, we surpassed our goal of $5 million in cost savings, delivering actual savings of $7.8 million. The spend categories that yielded significant savings were telecom and mobility, third-party construction and enterprise software.

Focusing on sustainability

To achieve a more sustainable supply chain, we asked all suppliers to complete a questionnaire in 2022. The questionnaire included various environmental, social and governance topics, including greenhouse gas emissions, water, waste management, human rights, diversity and inclusion, and anti-discrimination. Suppliers have the opportunity to update their information each year to show progress in achieving their sustainability goals.

Commitment to supplier diversity

Inclusion is a core value at Spire. That's why we're committed to developing and expanding partnerships with diverse businesses that are at least 51% owned, controlled and managed by:

- Minorities
- Women
- Veterans
- Service-disabled veterans
- Lesbian, gay, bisexual and transgender (LGBT) individuals
- Individuals with a disability

In 2022, we used a third party to conduct a data assessment to confirm diversity classifications that apply to each supplier to establish a baseline. This year, we are in the process of validating our suppliers' diversity status so we can set measurable goals for expanding and developing these partnerships in the future.

We continued our focus and commitment to supplier diversity by taking the following actions in 2023 to achieve our goals:

Goals	Actions
• Increase awareness about Spire's supplier diversity commitment	• Joined the National Minority Supplier Development Council
• Expand visibility into opportunities for diverse suppliers to work with Spire	• Collaborated with departments across Spire to identify opportunities to increase spend with existing diverse suppliers
• Measure the demographics of diverse suppliers participating in competitive bidding events to inform decision making	• Explored Tier 2 spend reporting with a small group of suppliers. We intend to implement with a larger audience after we develop the process and reporting expectations
• Assist high-potential diverse suppliers with gaining access to contract opportunities	• Worked closely with the Sourcing team to develop a process to increase the number of diverse suppliers participating in competitive bidding events
• Grow the number of diverse suppliers and equity of contracts awarded across all business units	• Proactively monitored and updated our suppliers' diversity certifications
• Identify diverse suppliers who can support our core business as Tier 1 and/or Tier 2 vendors	
• Broaden relationships with existing diverse suppliers	
• Measure our spend with diverse suppliers	
• Gather insights into our suppliers' diversity and sustainability initiatives	

Operating with integrity

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.

For more information about our business requirements and expectations for suppliers, visit Doing Business with Spire.

Governance

(GRI 102-9, 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, 205-1, 205-2, 412-1, 412-2, 412-3, 415-1)

Creating a strong foundation for responsible governance

Strong corporate governance practices must be rooted in transparency, accountability and integrity. The success of our sustainability efforts and commitments are dependent on appropriate oversight and governance efforts. We believe that our Board of Directors, executive management team and every Spire employee play a part in delivering on these efforts.

Our Board of Directors plays a critical role in the corporate governance process by providing strategic direction and oversight for the company. 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. The focus on diversity within the Board of Directors not only enriches the decision-making process through a wider range of perspectives and experiences, but also reflects the company's commitment to inclusivity.

Some examples of Spire's commitment to continuous enhancement of its governance practices include:

- **Public disclosures:** Regular disclosure of progress on sustainability goals and governance practices to stakeholders through transparent reporting mechanisms, such as this report, our website and our proxy statement

- **Shareholder engagement:** Proactive and regular engagement with shareholders to gather feedback on the company's sustainability efforts and governance practices, which can inform strategic decisions and highlight areas for improvement

- **Training and development:** Ensuring that Board members and executive leadership receive ongoing education on sustainability trends, regulations and best practices helps us navigate the rapidly evolving sustainability landscape

- **Ethics and compliance:** Our strong ethics and compliance framework, including our code of conduct and transparent process for addressing ethical concerns, reinforce the importance of integrity across all levels of the company

Governance at Spire

Board of Directors

Board composition

Our Board of Directors underwent significant change in 2023 and early 2024. Through its regular succession planning process, the Board identified two candidates in fiscal year 2023 with skills that were deemed to be critical to the Board performing its oversight role. Vinny J. Ferrari and Paul D. Koonce were appointed to the Board in July 2023, and these new directors bring valuable expertise in cybersecurity, gas utility industry strategy, and executive and operating experience.

In April 2024, Sheri S. Cook was appointed to the Board. She brings extensive experience in human resources, along with a background in finance and the energy industry. Three directors also stepped down from the Board in January 2024 due to retirement from Spire, outside obligations and reaching the mandatory director retirement age.

Our Board is currently composed of 10 directors who 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 2023 Proxy Statement.

Board highlights		
40% Female directors	**6.6** Average tenure (years)	**58** Average age
90% Independent	**20%** Ethnically diverse	

Under our Corporate Governance Guidelines, the Board chair may be an officer or may be 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. The Board elected a new independent chair in January 2024.

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

Rob L. Jones,
Chair of the Board

Retired Co-Head

Bank of America Merrill
Lynch Commodities, Inc.

Mark A. Borer

Retired Chief Executive
Officer and Board Member

DCP Midstream Partners LP

Sheri S. Cook

Senior Vice President,
Chief Administrative Officer

Altec Inc.

Vinny J. Ferrari

Retired Chief Administrative
Officer / Chief Operating
Officer

Edward D. Jones & Co., LP

Maria V. Fogarty

Retired Senior Vice
President, Internal
Audit and Compliance

NextEra Energy, Inc.

Carrie J. Hightman

Retired Executive Vice
President and Chief
Legal Officer

NiSource Inc.

Paul D. Koonce

Retired Executive
Vice President and
Chief Executive Officer

Power Generation Group,
Dominion Energy

Steven L. Lindsey

President and Chief
Executive Officer

Spire Inc.

Brenda D. Newberry

Retired Chairman of
the Board

The Newberry Group, Inc.

John P. Stupp Jr.

Chairman, President and
Chief Executive Officer

Stupp Bros., Inc.

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, 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 and 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 investment, acquisitions and development opportunities • Oversees the plan and efforts to be carbon neutral by midcentury and related climate/environmental initiatives, as well as the company's supplier diversity efforts

Leadership Council

Our Leadership Council directs and implements Spire's long-term growth strategy, objectives and priorities, ensuring they align with our foundational values and meet the expectations of our stakeholders, such as shareholders, customers, employees and communities.

Leadership Council members

Steven L. Lindsey
President and
Chief Executive Officer

Scott E. Doyle
Executive Vice President,
Chief Operating Officer

Steven P. Rasche
Executive Vice President,
Chief Financial Officer

Michael C. Geiselhart
Senior Vice President,
Chief Strategy and Corporate
Development Officer

Matthew J. Aplington
Vice President,
Chief Legal Officer

> For more information about Spire's Leadership Council, please visit the Governance section of our website

Oversight of sustainability

Board of Directors

To ensure that Spire's sustainability initiatives align with our promises to stakeholders, we recognized the necessity of establishing formal oversight of sustainability within the Board. Since fiscal year 2021, the Board has assigned the authority and duty for overseeing sustainability matters to designated Board committees, as outlined in their respective charters.

- **Strategy committee:** Environmental sustainability and supplier diversity

- **Compensation and human resources committee:** DEI oversight, including employee recruitment, retention, development and succession planning efforts

- **Corporate governance committee:** Governance oversight

Several areas rise to the level of full Board oversight. The Board is responsible for oversight of cybersecurity and employee safety efforts, as well as for evaluating the structure and quality of the Board's sustainability oversight efforts.

The Board regularly examines best practices and peer information to ensure effective oversight of sustainability efforts and disclosures. At least annually, the Board reviews its sustainability oversight structure and evaluates its adequacy. Management is tasked with formulating strategy, establishing objectives, assessing advancement and routinely furnishing reports to the Board and its committees.

Vice President of Sustainability

In June 2023, Spire named its first vice president of sustainability whose primary responsibility is to lead Spire's enterprise sustainability efforts.

Sustainability Council

In January 2024, the company established a Sustainability Council ("Council") to ensure alignment of the company's sustainability efforts at a management level. The Council is chaired by Spire's vice president of sustainability. The Council takes an active role in reviewing the work being done across the company on areas such as our environmental commitment, RNG strategy, DEI initiatives and supplier diversity. The Council also oversees the content of this report.

Key governance practices

Corporate Governance Guidelines

The Board generally conducts itself in accordance with its Corporate Governance Guidelines. The guidelines provide the parameters of Board service and structure, including limiting service on other publicly traded companies, a mandatory retirement age for directors, expectations of directors for attendance, and Board and committee assessments. For more information about our corporate governance guidelines, please visit the Governance section of our website.

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 of the 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.

Management succession planning was a significant focus in 2023 and early 2024, with the retirement of Suzanne Sitherwood, president and chief executive officer, and Mark C. Darrell, chief legal and compliance officer. These efforts culminated in the promotion of Steven L. Lindsey from chief operating officer to chief executive

officer, the hiring of Scott E. Doyle as chief operating officer, and the promotions of Matthew J. Aplington to chief legal officer and Courtney M. Vomund to chief compliance officer.

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 has adopted a Board of Directors Succession Planning and Diversity Policy. The Board also has a mandatory retirement age of 75 for all directors.

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. Areas of evaluation include overall Board and committee performance, Board succession planning, management performance, Board meeting logistics and Board culture.

Compensation

Our 2023 proxy statement requested that shareholders provide an advisory vote to approve the compensation of Spire's named executive officers. The results of this advisory vote were reported through a Form 8-K filed with the SEC on Jan. 31, 2024. A majority (98.04%) of the votes cast approved the compensation program described in our 2023 proxy statement.

The compensation of our Board of Directors is reviewed annually by the corporate governance committee of the Board, in partnership with our external compensation consultant. The Board strives to align director compensation to the median of the peer group used to evaluate executive compensation. Director compensation is a mix of a cash retainer and annual equity grants. Directors who are employees of the company do not receive compensation for Board service.

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 Sustainability Report and general sustainability disclosures and practices. We also regularly meet with institutional shareholders as a part of this engagement process.

Governance policies

We consider it essential for robust corporate governance to establish policies that protect our shareholders and establish transparent guidelines. Spire's governance framework includes the following policies:

- 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 in the event of an accounting restatement as required by the SEC, or as a result of fraud or intentional, willful or gross misconduct

- Prohibiting the hedging and pledging of company stock

- Stock ownership guidelines for our directors and executive officers

- Plurality voting

- Director resignation requirements when a director is not elected by shareholders

Managing risk at Spire

Risk management is a cornerstone in the operations of publicly traded companies, serving as a pivotal function in navigating the complex landscape of modern business environments. The ability to effectively identify, assess and mitigate risks is paramount to sustaining long-term success and safeguarding stakeholders' interests.

Our Board and its committees take an active oversight role in risk management by receiving routine reporting on topics such as enterprise risk management, cybersecurity, compliance, compensation and internal audit.

Risk management requires cooperation and coordination within the company. The primary functions at Spire that work together to prepare and respond to risk include enterprise risk management, compliance, internal audit, information technology and business continuity.

Enterprise Risk Management (ERM)

Spire's ERM policy ensures the company identifies and monitors significant risks and develops effective controls and mitigation plans to enhance our ability to successfully execute our strategy and corporate objectives.

We are committed to an ERM program that ensures 1) a structured, comprehensive process, such as ISO 31000-2018, is adopted and customized to our needs, 2) consultation with an inclusive set of stakeholders to dynamically identify and evaluate risks, 3) development of effective controls and mitigation plans where warranted, 4) integration of risk management into various processes for governance and decision-making purposes, 5) communication to increase awareness and understanding, and 6) an iterative approach to continuous improvement of the risks and process.

Our leaders are responsible for identifying and managing risks throughout the organization. In addition, our Enterprise Risk Oversight Committee (EROC) oversees the ERM process. The EROC is composed of senior officers of the company from a wide range of functions and is chaired by the vice president who oversees ERM.

Members of the Leadership Council and EROC attend Board and committee meetings, and the Board is regularly informed about emerging risks and developing trends that may require their attention, as well as updated on management's progress in managing risks that have been prioritized to the enterprise level.

Cybersecurity

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

Security is everyone's responsibility. 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
- Quarterly phishing campaigns to test effectiveness of training
- Tabletop exercise 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

Our cybersecurity team developed a five-year strategic roadmap in 2020 that is reviewed and updated annually. A National Institute of Standards and Technology-based maturity assessment is also conducted annually to assess current capabilities and is used to establish initiatives to drive maturity in key focus areas. These initiatives were updated to align with federal security directives issued in 2021 with a key focus on increasing overall visibility into the environment to better correlate potential security related items; completing segregation and dependency from the enterprise and industrial control systems environments; and establishing defined policies and procedures to enhance overall governance and risk management.

In addition to these strategic efforts, we are actively involved in industry information sharing groups and work closely with federal agencies, including the U.S Department of Homeland Security (DHS), Transportation Security Administration and the local FBI chapter.

Ethics and compliance

With integrity being one of our core values, a culture of ethics and compliance is critical at Spire. The corporate compliance program includes some of the following elements:

- Code of Conduct, Related Party Transactions and Employee Handbook that employees sign off on every year — 98.6% of employees completed the training related to these documents in FY23
- 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 2023
- 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
- Our Human Rights Policy, 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 FY23 to focus on Missouri state-wide offices, Political Action Committees (PACs), state party committees and select local races. Of the amount approved by the Board, the company spent $111,500 related to Spire Missouri Inc. The company also spent $27,000 on political contributions related to Spire Alabama Inc. and $21,500 related to Spire Mississippi Inc. The company had no political contributions related to Spire Gulf Inc.

Spire likes to engage our employees in the political process by inviting them to contribute to Spire's political action committees (PAC) — a Missouri state PAC and a federal PAC. The federal PAC was established in 2023 and disbursed $45,000 of contributions to candidates and PACs that are supportive of Spire and the natural gas industry.
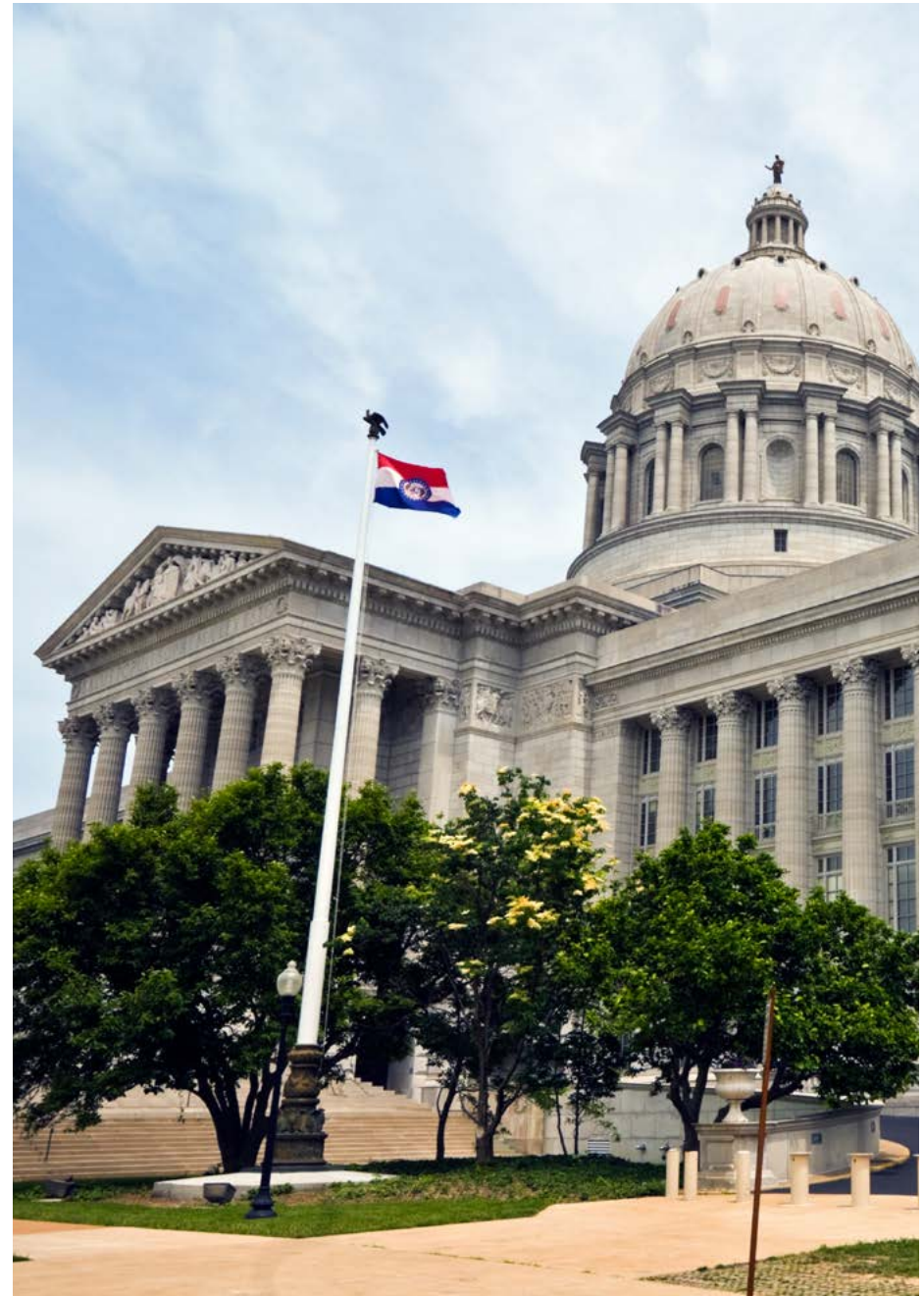
Appendix

(GRI 102-12, 102-13, 102-40, 102-42, 102-43, 102-44, 102-54, 102-55, 203-1, 203-2, 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 is 100% compliant with the GRI Reporting Standards 2016.

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 2023 Sustainability Report: Company: About Spire Spire 2023 Form 10-K: Part I, Item 1 – Business Spire Inc. 2023 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 2023 Form 10-K: Part I, Item 1 – Business
102-6	General disclosures	Markets served	Spire 2023 Sustainability Report: Company: About Spire Spire service area Spire 2023 Form 10-K: Part I, Item 1 – Business
102-7	General disclosures	Scale of the organization	Spire 2023 Sustainability Report: Company: About Spire Spire 2023 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	35.87%
			Non-exempt employees	64.13%
			Employees covered by bargaining agreement	54.80%
			Employees by generation	
			Baby Boomers	9.18%
			Gen Xers	37.92%
			Millennials	44.78%
			Gen Zers	8.12%
			Employees by tenure	
			0–5 years	40.34%
			6–10 years	19.77%
			11–15 years	12.28%
			16–20 years	10.33%
			21–25 years	6.81%
			26+ years	10.47%
			Women in workforce (companywide)	
			Total in workforce	20.41%
			Management (manager level and above)	31.10%
			Executive leadership (VP level and above)	10.35%
			People of color (companywide)	
			Total in workforce	29.87%
			Management (manager level and above)	18.02%
			Executive leadership (VP level and above)	17.24%
			Data as of Dec. 31, 2023	
102-9	General disclosures	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 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Managing risk at Spire | |

GRI #	GRI standard title	Disclosure title	Location/response
102-10	General disclosures	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 2023 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 2023 Sustainability Report: Appendix: Memberships and associations Spire 2023 Sustainability Report: Appendix: Stakeholders
102-13	General disclosures	Membership of associations	Spire 2023 Sustainability Report: Appendix: Memberships and associations
102-14	General disclosures	Statement from senior decision-maker	Spire 2023 Sustainability Report: Letter from the CEO
102-15	General disclosures	Key impacts, risks and opportunities	Spire 2023 Form 10-K: Part I, Item 1A – Risk Factors Spire 2023 Form 10-K: Part II, Item 7 – Management's Discussion and Analysis of Financial Condition and Results of Operations Spire 2023 Sustainability Report: Company: Risks and opportunities
102-16	General disclosures	Values, principles, standards and norms of behavior	Code of Conduct Spire 2023 Sustainability Report: Company: About Spire
102-17	General disclosures	Mechanisms for advice and concerns about ethics	Code of Conduct Compliance@SpireEnergy.com Compliance Hotline at 800-886-2553 or www.spireenergy.ethicspoint.com Spire Inc. 2023 Proxy Statement: Correspondence with the Board Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Managing risk at Spire
102-18	General disclosures	Governance structure	Spire Inc. 2023 Proxy Statement: Governance Spire 2023 Form 10-K: Part III, Item 10 – Directors, Executive Officers and Corporate Governance Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance

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. 2023 Proxy Statement Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Board of Directors
102-23	General disclosures	Chair of the highest governance body	Rob L. Jones Spire Inc. 2023 Proxy Statement
102-24	General disclosures	Nominating and selecting the highest governance body	Spire Inc. 2023 Proxy Statement Spire Governance Documents Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Key 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 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance 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. 2023 Proxy Statement Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Key governance practices
102-29	General disclosures	Identifying and managing economic, environmental and social impacts	Spire 2023 Form 10-K: Part I, Item 1A – Risk Factors Spire 2023 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 2023 Sustainability Report Spire Audit Committee Charter Spire 2023 Form 10-K: Part I, Item 1A – Risk Factors
102-31	General disclosures	Review of economic, environmental and social topics	Spire 2023 Sustainability Report
102-32	General disclosures	Highest governance body's role in sustainability reporting	Spire's Sustainability Report is reviewed by Spire's Board of Directors, Spire's Sustainability Council and Spire's Leadership Council
102-33	General disclosures	Communicating critical concerns	Compliance@SpireEnergy.com Compliance Hotline at 800-886-2553 or www.spireenergy.ethicspoint.com Spire Inc. 2023 Proxy Statement: Correspondence with the Board Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance
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. 2023 Proxy Statement: Directors' Compensation Spire Inc. 2023 Proxy Statement: Executive Compensation Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Key governance practices
102-36	General disclosures	Process for determining remuneration	Spire Inc. 2023 Proxy Statement: Directors' Compensation Spire Inc. 2023 Proxy Statement: Executive Compensation Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Key governance practices
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 8-K filed with the SEC on January 31, 2024. Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Key governance practices
102-38	General disclosures	Annual total compensation ratio	Spire Inc. 2023 Proxy Statement The ratio of the total compensation of the CEO to median annual total compensation of all other employees was calculated to be 53 to 1 for fiscal 2023
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 53 to 1 for fiscal 2023, which was an increase from fiscal 2022, when the ratio was 52 to 1. This represents an 1.9% increase.
102-40	General disclosures	List of stakeholder groups	Spire 2023 Sustainability Report: Appendix: Memberships and associations Spire 2023 Sustainability Report: Appendix: Stakeholders
102-41	General disclosures	Collective bargaining agreements	Spire 2023 Form 10-K: Part I, Item 1 – Business Spire 2023 Sustainability Report: People: Building a sustainable workforce: Working at Spire

GRI #	GRI standard title	Disclosure title	Location/response
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 2023 Sustainability Report: Appendix: Stakeholders
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 and calls, the investment community through quarterly earnings calls open to the public, and employees through periodic culture surveys 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 2023 Sustainability Report: People: Building a sustainable workforce: Working at Spire Spire 2023 Sustainability Report: Appendix: Stakeholders
102-44	General disclosures	Key topics and concerns raised (stakeholder engagement)	Our engagements with stakeholders have not raised any material issues or concerns. 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. 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 a critical level that would require immediate action.
102-45	General disclosures	Entities included in the consolidated financial statements	Spire 2023 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, now referenced as a Sustainability 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 the Sustainability Report and attempted to ensure that it, 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 about our four main pillars of this report: Environmental, Safety, People and Governance. 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 four main reporting pillars. If we believe reporting certain information would do so, we prioritize the work necessary to gather the information needed 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.

GRI #	GRI standard title	Disclosure title	Location/response
102-47	General disclosures	List of material topics	1. Carbon emissions 2. Methane emissions 3. Customer and employee safety 4. Employee sustainability
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	Unless otherwise stated, data follows the calendar year (January 1, 2023 – December 31, 2023), Financials follow Spire's fiscal year (October 1, 2022 – September 30, 2023)
102-51	General disclosures	Date of most recent report	This is Spire's sixth report, published June 2024
102-52	General disclosures	Reporting cycle	Spire's intent is to publish a sustainability report annually. The content of this report reflects 2023 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 2023 Sustainability Report: Appendix: GRI Index
102-56	General disclosures	External assurance	In accordance with the requirements of a sustainability-linked loan agreement, we received limited assurance from ERM Certification & Verification Services Incorporated, an external third party, on the methane emissions reduction for the year ended December 31, 2023, based on our 2005 methane baseline.

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 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 businesses to 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 2023 Form 10-K: Part II Spire 2023 Form 10-K: Part II, Item 8 – Financial Statements and Supplementary 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 public accountability to all stakeholders to care for our environment. We have appointed a vice president to focus on our sustainability efforts. As part of this effort, we have developed a plan to reduce Spire's GHG emissions throughout its business operations and we are 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 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 so doing, 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 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Key governance practices
			Spire 2023 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 2023 Sustainability Report: Appendix: Stakeholders Spire 2023 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Board of Directors Spire 2023 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 2023 Form 10-K: Part II
201-2	Economic performance	Financial implications and other risks and opportunities due to climate change	Spire 2023 Form 10-K: Part I, Item 1A – Risk Factors Spire 2023 Form 10-K: Part II, Item 7 – Management's Discussion and Analysis of Financial Conditions and Results of Operations Spire 2023 Sustainability Report
201-3	Economic performance	Defined benefit plan obligations and other retirement plans	Spire 2023 Form 10-K: Part II, Item 8 – Financial Statements and Supplementary Data
201-4	Economic performance	Financial assistance received from government	During 2023, Spire received tax credits through its investments in community improvement partnerships, as well as from expenses incurred with respect to research and development activities. Spire has federal tax credits of $9,808,451 and state tax credits of $3,332,938 as of September 30, 2023, some of which have been carried forward from prior years as well as relating to 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: |	AL/Gulf/MS	MO-East	MO-West
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Male	2.52	1.59	2.17
Female	2.65	1.50	1.84	

GRI #	GRI standard title	Disclosure title	Location/response
202-2	Economic performance	Proportion of senior management hired from the local community	83% 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 in nonprofit and civic organizations is available for general operating support Spire 2023 Sustainability Report: Appendix: Memberships and associations Spire 2023 Sustainability Report: Environment Spire 2023 Sustainability Report: People: Caring for our communities
203-2	Indirect economic performance	Significant indirect economic impacts	Spire 2023 Sustainability Report: Appendix: Memberships and associations Spire 2023 Sustainability Report: Environment Spire 2023 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 2023 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.
301-2	Environmental materials	Recycled input materials used	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)

Calendar Year	AL[1]	Gulf	MS	MO	Marketing[2]	Storage[3]	Combined
2017	37,413,282	21,818,301	1,726,403	46,112,297	NA	NA	107,070,283
2018	34,226,277	19,907,164	1,620,539	54,306,452	NA	NA	110,060,432
2019	39,238,357	21,658,614	1,629,317	60,285,005	626,166	NA	123,437,459
2020	32,123,672	22,731,547	1,646,605	58,052,812	611,070	NA	115,165,706
2021	31,282,207	22,671,197	1,499,092	50,828,221	713,103	NA	106,993,820
2022	28,441,417	22,466,990	1,604,487	56,907,931	945,474	NA	110,366,299
2023	21,549,107	21,093,026	1,607,230	50,670,370	682,060	NA	95,601,793

Building energy usage per degree day (kBTU/DD)

Calendar Year	AL[1]	Gulf	MS	MO	Marketing[2]	Storage[3]
2017	9,316	5,902	469	8,465	NA	NA
2018	6,788	4,430	342	7,953	NA	NA
2019	7,878	4,776	360	8,832	133	NA
2020	6,795	5,775	402	9,368	131	NA
2021	7,068	5,579	344	8,008	151	NA
2022	6,051	4,951	355	8,763	185	NA
2023	5,567	5,920	420	9,963	180	NA

[1] Alabama gas usage 2017-2019: updated from prior GRI reporting to include historical energy usage from a Spire facility in Birmingham, AL

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

[3] 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
2022	100,990	46,504	2,784	166,151	316,429
2023	100,336	46,384	2,519	153,463	302,702

GRI #	GRI standard title	Disclosure title	Location/response
302-3	Energy	Energy intensity	**Building energy intensity (kBTU/Ft2)**

Building energy intensity (kBTU/Ft2)

Calendar Year	AL[1]	Gulf	MS	MO[2]	Marketing[3]	Storage[4]	Combined
2017	98.2	227.4	53.6	70.0	NA	NA	91.6
2018	89.8	207.5	50.3	82.4	NA	NA	94.2
2019	103.0	225.7	50.6	91.5	48.3	NA	104.5
2020	78.0	236.9	51.1	88.1	47.2	NA	103.9
2021	82.1	236.3	46.5	77.1	55.0	NA	98.6
2022	74.7	234.1	49.8	82.0	73.0	NA	90.7
2023	61.0	219.8	49.9	92.8	52.6	NA	91.9

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

Calendar Year	AL[1]	Gulf	MS	MO[2]	Marketing[3]	Storage[4]
2017	24.5	61.5	14.5	12.8	NA	NA
2018	17.8	46.2	10.6	12.1	NA	NA
2019	20.7	49.8	11.2	13.4	10.2	NA
2020	17.8	60.2	12.5	14.2	10.1	NA
2021	18.6	58.1	10.7	12.1	11.6	NA
2022	15.9	51.6	11.0	12.6	14.3	NA
2023	15.8	61.7	13.0	17.0	13.9	NA

[1] Alabama gas usage 2017-2019: updated from prior GRI reporting to include historical energy usage from a Spire facility in Birmingham, AL

[2] Missouri square footage: refined square footage numbers based on more accurate surveys for multiple buildings in MO-East

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

[4] 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 2023 Sustainability Report: Environment: Facilities
302-5	Energy	Reductions in energy requirements of products and services	Spire 2023 Sustainability Report: Environment: Energy efficiency program
303-1	Water	Water withdrawal by source	Spire 2023 Sustainability Report: Environment: Facilities

GRI #	GRI standard title	Disclosure title	Location/response
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 2023 Sustainability Report: Environment: Facilities
304-1	Biodiversity	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None of our facilities are located in protected areas. The following number of facilities are located within one mile of these IUCN Protected Area categories.

IUCN protected area category	Number of facilities within 1 mile
II: National park	1
IV: Habitat/species management area	3
V: Protected landscape/seascape	7
VI: Managed resource protected area	12

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, and national forests, • 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: Spire's Environmental Compliance department is currently putting together an application for the Candidate Conservation Agreement with Assurances (CCAA) program run by US Fish and Wildlife (USFWS) and the University of Illinois at Chicago for monarch butterflies. Although monarch butterflies are not currently listed as an endangered species, the USFWS determined that listing them is warranted but has not yet done so. The CCAA program allows companies to set aside some of their land for monarch habitat conservation which more than offsets any harm done to the butterflies on their lands that are not enrolled in the program. Used proactively like this, the program may prevent the monarch from having to be listed as an endangered species. Environmental Compliance is currently evaluating which lands to enroll in the program and the best conservation measures for those lands and will submit the application by the end of the fiscal year. Spire installed a new natural gas distribution main in Poplar Bluff, Mo. to provide reliable energy to new customers in the area and reinforce its preexisting infrastructure. The original installation route proposed to install the new main through forested wetlands outside of road right-of-way. Spire opted to relocate its installation path to within the right-of-way of S State Route 53 after reviewing the potential detriments that disturbing the wetland could impart to the surrounding environment, as well as considering the delays that accommodating proper disturbance mitigation would entail. Ultimately, the new distribution main was installed on time and without disturbing any local wetlands.
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: <table><tr><td>IUCN Protected species category</td><td>Number of species</td></tr><tr><td>I: Critically endangered</td><td>14</td></tr><tr><td>II: Endangered</td><td>20</td></tr><tr><td>III: Vulnerable</td><td>17</td></tr><tr><td>IV: Near threatened</td><td>2</td></tr><tr><td>V: Least concern</td><td>No data</td></tr></table>
305-1	Emissions	Direct (Scope 1) GHG emissions	In 2023, Scope 1 emissions were approximately 336,832 MT CO_{2e} Spire 2023 Sustainability Report: Environment
305-2	Emissions	Energy indirect (Scope 2) GHG emissions	In 2023, Scope 2 emissions were approximately 13,159 MT CO_{2e} Spire 2023 Sustainability Report: Environment
305-3	Emissions	Other indirect (Scope 3) GHG emissions	While Scope 3 emissions are not included in our carbon neutral commitment, we have begun an initial screening process to gain an understanding of Scope 3 emissions and its impact
305-4	Emissions	GHG emissions intensity	Spire 2023 Sustainability Report: Appendix: NGSI voluntary reporting template

GRI #	GRI standard title	Disclosure title	Location/response
305-5	Emissions	Reduction of GHG emissions	Spire 2023 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, Mo. area. Reductions in NOx and SO_2 from 2019 to 2020 were made possible as the Spire STL Pipeline went into service.
306-1	Waste	Water discharge for quality and destination	Spire complies with all applicable regulations and sampling protocols to ensure water used for hydrostatic pressure testing meets required standards before it is discharged into either the storm sewer system or sanitary sewer system
306-2	Waste	Waste by type and disposal methods	Spire 2023 Sustainability Report: Environment: Emissions reduction strategies: Waste minimization and recycling
306-3	Waste	Significant spills	No significant spills occurred in CY23
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 significant environmental violations in 2023

The table referenced in 305-7:

Year	Total tons NOx/yr	Total tons SO_2/yr
2016	18.88	0.0067
2017	14.58	0.0054
2018	23.74	0.0079
2019	20.34	0.0063
2020	0.68	0.0011
2021	0.37	0.0032
2022	0.11	0.0022
2023	0.05	0.0021

GRI #	GRI standard title	Disclosure title	Location/response
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
			New hires–male	35.80%	63.87%	85.71%	100.00%
			New hires–female	64.20%	36.13%	14.29%	0.00%
			Separations–male	52.53%	64.74%	78.79%	83.33%
			Separations–female	47.47%	35.26%	21.21%	16.67%
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 offers all full-time eligible employees two weeks of paid parental leave to care for and bond with a newborn. Additionally, employees are given a paid day off for the birth of their child if the birth falls on a regularly scheduled workday. Paid parental leave is offered in addition to any maternity leave covered under the short-term disability plan and runs concurrently with leave covered under FML for bonding purposes.				
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				

GRI #	GRI standard title	Disclosure title	Location/response
403-2	Occupational health and safety	Types of injury and rates of injury, occupational diseases, lost days, absenteeism and number of work-related fatalities.	<table><tr><td></td><td>AL</td><td>Gulf</td><td>MS</td><td>MO-East</td><td>MO-West</td></tr><tr><td>2014</td><td>3.14</td><td>N/A</td><td>N/A</td><td>5.12</td><td>4</td></tr><tr><td>2015</td><td>2.66</td><td>N/A</td><td>N/A</td><td>3.45</td><td>6.11</td></tr><tr><td>2016</td><td>3.8</td><td>0.95</td><td>4.55</td><td>3.37</td><td>4.24</td></tr><tr><td>2017</td><td>4.11</td><td>1.07</td><td>0</td><td>4.79</td><td>6</td></tr><tr><td>2018</td><td>5.56</td><td>3.96</td><td>0</td><td>3.04</td><td>3.88</td></tr><tr><td>2019</td><td>2.26</td><td>1.42</td><td>0</td><td>2.32</td><td>4.52</td></tr><tr><td>2020</td><td>1.74</td><td>0</td><td>4.1</td><td>2.11</td><td>3.47</td></tr><tr><td>2021</td><td>1.6</td><td>0</td><td>0</td><td>3.02</td><td>1.92</td></tr><tr><td>2022</td><td>0.85</td><td>0.86</td><td>0</td><td>1.64</td><td>1.77</td></tr><tr><td>2023</td><td>1.45</td><td>0</td><td>0</td><td>2.36</td><td>3.01</td></tr></table> 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.
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.
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.

GRI #	GRI standard title	Disclosure title	Location/response
404-3	Training and education	Percentage of employees receiving regular performance and career development reviews	100% of Spire employees who are not covered under a collective bargaining agreement 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)*
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 and recurring compliance training. Spire had three charges of discrimination filed in FY23. A Notice of Right to Sue was issued on two of those charges. The deadline for filing a lawsuit for one of those is June 2024. The deadline for the second Notice of Right to Sue has expired. The third charge was withdrawn. For FY23, there were also 33 additional hotline complaints that were investigated by HR. 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 Code of 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 Code of Conduct

405-1 Diversity of governance bodies and employees:

	AL/Gulf/MS	MO-East	MO-West	Gas Related
Male	74.32%	79.75%	87.29%	85.53%
Female	25.68%	20.25%	12.71%	14.47%
Black or African American	39.02%	20.31%	14.22%	5.26%
White	58.44%	74.18%	77.00%	86.84%
All other	2.54%	5.51%	8.78%	7.90%
Permanent	100%	100%	100%	100%

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

Male	$89,243.95
Female	$79,012.73

GRI #	GRI standard title	Disclosure title	Location/response
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 Code of 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 Conduct and Spire's Human Rights Policy
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 2023 Sustainability Report: People: Caring for our communities: Community engagement Serving our Communities
413-2	Local communities	Operations with significant actual and potential negative impacts on local communities	Spire 2023 Sustainability Report: People: Caring for our communities: Community investment Spire 2023 Sustainability Report: People: Caring for our communities: Community engagement 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.

GRI #	GRI standard title	Disclosure title	Location/response
415-1	Public policy	Political contributions	Spire launched a federal political action committee (PAC) in Jan. 2023. In its Missouri footprint, Spire also sponsors a PAC. Spire's PAC contributions are filed quarterly with the Missouri Ethics Commission (https://www.mec.mo.gov/).
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 2023. 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
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. Our metrics for Gas Utilities & Distributors are described below. All data is for the fiscal year ended September 30, 2023, unless otherwise noted.

Energy affordability

SASB code	Accounting metric	FY23 disclosure	
IF-GU-240a.1	Average retail gas rate for residential customers (per MMBtu)	$17.08	
	Average retail gas rate for commercial and industrial customers (per MMBtu)	$12.59	
	Average retail gas rate for transportation customers (per MMBtu)	$0.72	
IF-GU-240a.2	Typical monthly gas bill for residential customers for 50 MMBtu of gas delivered per year	AL	$80.98
		Gulf	$93.57
		MS	$61.95
		MOE	$68.40
		MOW	$79.50
	Typical monthly gas bill for residential customers for 100 MMBtu of gas delivered per year	AL	$148.62
		Gulf	$173.31
		MS	$115.90
		MOE	$116.04
		MOW	$137.20
IF-GU-240a.3	Number of residential customer gas disconnections for non-payment	79,081	
	Percentage of residential customer gas disconnections for non-payment reconnected within 30 days	46%	
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 September 30, 2023. Additionally, we offer a variety of programs to help our customers, including budget billing, energy efficiency programs and energy assistance. See "Meeting the evolving needs of our customers" and "Caring for our communities" in this Sustainability Report.	

End-use efficiency

SASB code	Accounting metric	FY23 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	MO	MS
		Residential	No energy efficiency measures for FY23	132,949.622	78.73
		Commercial/industrial		171,353.88	n/a

Integrity of gas delivery infrastructure

SASB code	Accounting metric	FY23 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	1.86%
	Percentage of distribution pipeline that is unprotected steel	1.92%
IF-GU-540a.3	Percentage of gas transmission pipelines inspected	3.2% was inspected in FY23
	Percentage of gas distribution pipelines inspected	0% of distribution pipelines were in a programmed inspection in FY23
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 Report.

Activity metrics

SASB code	Accounting metric	FY23 disclosure
IF-GU-000.A	Number of residential customers served	1,621,822
	Number of commercial and industrial customers served	112,753
IF-GU-000.B	Amount of natural gas delivered to residential customers (MMBtu)	98,459,139
	Amount of natural gas delivered to commercial and industrial customers (MMBtu)	47,811,315
	Amount of natural gas delivered to a third party (MMBtu)	11,518,475
IF-GU-000.C	Length of gas transmission pipelines	543.74 miles
	Length of gas distribution pipelines	32,659.87 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.

CY23 distribution data

Disclosure element	Reported data	Description
Total methane emissions, GHGRP** emission factors for mains and services (MT)	16,903	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)	10,642	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)	302,701,850	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)	309,817,338	Total volume of natural gas delivered to end users from GHGRP facilities and non-GHGRP facilities, normalized
Methane content of delivered natural gas, reported (%)	93.400%	Methane content of delivered natural gas, as reported (weighted average methane content of all throughput)
NGSI methane emissions intensity, GHGRP emission factors for mains and services (%)	0.311%	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 (%)	0.304%	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 (%)	0.196%	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 (%)	0.192%	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)

CY23 transmission data

Disclosure element	Reported data	Description
Total methane emissions (MT)	899	Total transmission and storage segment methane emissions from GHGRP and non-GHGRP facilities
Natural gas transported (Mscf)	93,199,757	Total volume of natural gas throughput from GHGRP facilities and non-GHGRP facilities
Methane content of transported natural gas (%)	93.4%	Methane content of transported natural gas (weighted average methane content of all throughput)
NGSI methane emissions intensity (%)	0.054%	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 and boosting, processing, transmission and storage and distribution companies in the U.S. and represents more than 40% of the U.S. natural gas value chain. Spire's 2023 (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	100,989,872	46,503,745	2,783,893	86,643,294	79,508,450
Average CH4 content of gas, mol %	93.40%	93.40%	93.40%	93.40%	93.40%
Quantity of gas delivered to residential users, Mscf/yr	17,405,688	2,483,732	630,536	46,051,146	36,902,705
Quantity of gas delivered to commercial users, Mscf/yr	13,111,275	1,880,633	1,080,571	26,582,382	21,256,557

	Alabama	Gulf	Mississippi	MO-East	MO-West
Emissions data not included in GHGRP (for emission sources not in GHGRP)					
Miles of cast iron or unprotected steel mains with plastic liners or inserts (if not already included with miles of plastic mains)	0	0	0	0	0
Miles of copper mains	0	0	0	0.04	0
Miles of ductile iron mains	0.1	0	0	0	0
Miles of "other" mains	44.7	0	0	0	0
Number of cast iron/wrought iron services	0	0	0	0	0
Number of cast iron or unprotected steel services with plastic liners or inserts (if not already included with number of plastic services)	0	0	0	0	0
Number of ductile iron services	0	0	0	0	0
Number of "other" services	0	0	0	0	0
Total miles of pipeline (including mains *and* services)	24,178	4,374	1,205	16,434	16,280
Number of outdoor residential meters	431,055	85,448	15,347	502,162	526,372
Number of industrial meters	1,467	47	1,642	306	50
Number of commercial meters	32,424	4,926	44,788	37,283	2,861
Number of odorizers	96	5	28	29	81

Sector emissions and non-additive sector intensity values

Distribution

Total CH4 emissions for GHGRP facilities, tonnes CH4	12,724.64
Total distribution sector throughput, tonnes CH4	5,811,921
Distribution sector methane intensity, %	0.219%

2025 Target = 0.44%

Non-GHGRP transmission and storage facilities
(facilities not reported to GHGRP; <25,000 tonnes CO2e)

	Spire Midstream
Throughput data for non-GHGRP facilities	
Quantity of gas withdrawn from storage, Mscf	19,462,975
PHMSA volume of natural gas transported in transmission pipelines, MMscf/yr	25,882
Average CH4 content of gas, mol %	93.4%
Emissions data for non-GHGRP facilities	
Total methane emissions from pneumatic controllers, tonnes CH4	4.9
Total methane emissions from blowdowns (including transmission pipeline blowdowns), tonnes CH4	1.7
Total methane emissions from storage tanks, tonnes CH4	21.4
Total methane emissions from flare stacks (not accounted for under other sources), tonnes CH4	1.8
Total methane emissions from wet seal centrifugal compressor fugitive sources, tonnes CH4	0
Total methane emissions from non-compressor fugitive sources, tonnes CH4	295.7
Total methane emissions from reciprocating compressor fugitive sources, tonnes CH4	105.7
Total methane emissions from compressor station fugitive sources, tonnes CH4	0
Total methane emissions from storage wellhead fugitive sources, tonnes CH4	0

Total methane emissions from storage station fugitive sources, tonnes CH4	419.8
Total miles of transmission pipeline	65.4
Number of storage stations	3
Fuel usage for 4-stroke lean-burn engines, tonnes CH4	79.8

Non-GHGRP LNG storage facilities
(facilities not reported to GHGRP; < 25,000 tonnes CO2e)

	Spire LNG
Throughput data for non-GHGRP facilities	
Quantity of LNG withdrawn from storage, Mscf/yr	676,166
Average CH4 content of LNG, mol %	93.4
Emissions data for non-GHGRP facilities	
Total methane emissions from flare stacks (not accounted for under other sources), tonnes CH4	0.6
Methane emissions from centrifugal compressors, tonnes CH4	0
Methane emissions from reciprocating compressors, tonnes CH4	1
Total methane emissions from non-compressor fugitive sources, tonnes CH4	6.67

Sector emissions and non-additive sector intensity values

Transmission and storage methane intensity

Total CH4 emissions for GHGRP facilities, tonnes CH4	—
Total CH4 emissions for non-GHGRP facilities, tonnes CH4	955.4
Total sector PHMSA throughput, tonnes CH4	464,137
Sector methane intensity based on PHMSA tput, %	0.206%
Total ONE Future transmission pipeline miles	65
2021 national PHMSA miles of transmission pipeline	551,547,204
2020 national EIA T&S sector throughput, tonnes CH4	298,351
Sector methane intensity based on miles-adjusted tput, %	0.790%

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.

2023 PHMSA – Distribution

	Alabama	Gulf	Mississippi	MO-East	MO-West	Total
Distribution (in miles)						
Steel-coated (Un)	338.50	0	0	0	0	338.50
Steel-coated (Pr)	4,503.94	1,039.40	78.11	3,944.16	3,335.49	12,901.10
Steel-bare (Un)	289.32	0	0	0	0	289.32
Steel-bare (Pr)	164.84	0	432.75	25.63	559.44	1,182.66
Cast iron	289.80	2.10	0	207.03	107.06	605.99
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	5,886.70	1,456.70	231.47	4,658.42	5,095.47	17,328.76
Plastic ABS	0	0	0	0	0	0
Plastic other	0	0	0	0	0	0
Other	13.40	0	0	0	0	13.40
Total	11,486.60	2,498.20	742.33	8,835.28	9,097.46	32,659.87

	Alabama	Gulf	Mississippi	MO-East	MO-West	Total
Historicals						
Pre-40s	173.20	18.40	0	274.27	559.81	1,025.68
40s	218.50	16.20	0	100.42	111.76	446.88
50s	1,586.60	221.40	0	1,034.09	641.97	3,484.06
60s	1,534.80	239.10	0	1,831.88	1,590.68	5,196.46
70s	1,246.40	191.50	0	1,203.15	992.26	3,633.31
80s	1,300.40	219.00	0	943.59	907.24	3,370.23
90s	1,844.50	766.70	0	1,356.75	1,275.16	5,243.11
00s	1,489.90	414.30	49.84	859.12	1,122.68	3,935.84
10s	1,255.20	335.40	37.57	803.87	1,224.34	3,656.39
20s	375.30	69.80	18.84	389.09	668.56	1,521.59
Unknown	461.80	6	636.08	39.05	2.99	1,146.32
Total	11,486.60	2,498.20	742.33	8,835.28	9,097.46	32,659.87
Services						
Steel services	208,402	18,469	13,445	93,162	22,129	355,607
Copper services	998	0	0	45,076	0	46,074
Plastic services	287,633	80,028	7,961	487,898	496,791	1,360,311
Cast iron	4	0	0	0	0	4
Total services	497,037	98,497	21,406	626,136	518,920	1,761,996

	Alabama	Gulf	Mississippi	MO-East	MO-West	Total
Additional PHMSA reporting						
Mechanical joint failures	257	3	0	134	76	470
Unaccounted for gas	1.14%	1.00%	1.44%	4.15%	1.45%	1.52%

2023 PHMSA – Transmission

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Historicals									
Pre-40s	0	0	0	0	0	0	0	0	0
40s	0.41	0	0	9.96	0	0	0	0	10.37
50s	7.72	0	65.11	11.92	0	0	0	0	84.75
60s	31.03	0	89.29	7.75	0	0	0	0	128.07
70s	29.31	13.72	10.61	1.03	0	16.50	0	0	71.17
80s	114.45	10.88	17.93	4.47	0	0	0	0	147.73
90s	8.20	15.01	35.13	3.96	0	0	0	18.10	80.40
00s	24.15	6.63	6.76	1.75	0	0	0	3	42.29
10s	2.57	2.82	2.38	4.11	18.07	1.13	65.44	0	96.52
20s	4.67	0	0	0	0.74	0	0	0	5.41
Unknown	0	0	0	0	0	0	0	0	0
Total	222.52	49.06	227.21	44.95	18.81	17.63	65.44	21.10	666.72

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Diameter									
< 6"	3.87	0.02	0.84	0	0.74	1.13	0	4.60	11.20
6" thru 10"	64.21	22.02	18.63	0.02	8.38	16.50	0	3.90	133.66
>10" thru 20"	154.34	27.02	166.04	38.01	9.59	0	0	12.60	407.60
>20" thru 28"	0.10	0	27.05	6.92	0.10	0	65.44	0	99.61
>28"	0	0	14.65	0	0	0	0	0	14.65
Total	222.52	49.06	227.21	44.95	18.81	17.63	65.44	21.10	666.72

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Class location									
Class 1 HCA	0	0	0.07	0	0	0	0.84	0	0.91
Class 1 MCA	0	0	0.83	0.67	0	0	0.50	0	2.00
Class 1 (not in HCA or MCA)	56.33	22.15	28.87	21.02	18.81	17.63	57.98	21.10	243.89
Class 2 HCA	2.29	0.45	0.38	0	0	0	0.24	0	3.36
Class 2 MCA	5.07	0	1.97	0.34	0	0	0	0	7.38
Class 2 (not in HCA or MCA)	64.11	14.31	10.99	2.36	0	0	0.23	0	92.00
Class 3 HCA	23.42	4.32	124.78	6.79	0	0	3.42	0	162.73
Class 3 MCA	24.34	1.11	33.69	5.33	0	0	2.07	0	66.54
Class 3 (not in HCA or MCA)	43.66	6.72	25.62	8.44	0	0	0.16	0	84.60
Class 4 HCA	1.95	0	0	0	0	0	0	0	1.95
Class 4 MCA	1.09	0	0	0	0	0	0	0	1.09
Class 4 (not in HCA or MCA)	0.27	0	0	0	0	0	0	0	0.27
Total HCA miles	27.66	4.77	125.24	6.79	0	0	4.50	0	168.96
Total	222.52	49.06	227.21	44.95	18.81	17.63	65.44	21.10	666.72

	Alabama	Gulf	MO-East	MO-West	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Pipe material									
Steel-coated (Un)	0	0	0	0	0	0	0	0	0
Steel-coated (Pr)	222.52	49.06	227.21	44.95	18.81	17.63	65.44	21.10	666.72
Steel-bare (Un)	0	0	0	0	0	0	0	0	0
Steel-bare (Pr)	0	0	0	0	0	0	0	0	0
Cast iron	0	0	0	0	0	0	0	0	0
Plastic	0	0	0	0	0	0	0	0	0
Composite	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total	222.52	49.06	227.21	44.95	18.81	17.63	65.44	21.10	666.72

Task Force on Climate-related Financial Disclosures (TCFD)

Spire's commitment to be a carbon neutral company by midcentury is based on a strong belief that operating with sustainable business practices is part of our corporate foundation. We also understand the value of strong disclosures about our sustainability efforts. That's why Spire supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which focus on 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.

Governance

Role of the Board

The Board of Directors oversees risk at Spire through multiple lenses. The Board oversees the Company's enterprise risk management (ERM) program, which is focused on identifying and assessing relevant risk, prioritizing risk, and understanding the interrelation between risk and strategy execution, risk monitoring, and mitigation planning. The Board receives quarterly reporting from management on the variety of risks that are considered under that program. In addition to climate and other environmental risks, the Board receives reporting on risks associated with cybersecurity, regulatory change and compliance, public affairs, talent acquisition and retention, economic conditions, supply chain and other topics as necessary.

The Board's focus on environmental risk and sustainability is also realized through the Strategy Committee's responsibility for oversight of the company's commitment to carbon neutrality and the related efforts to improve sustainable business practices. The Strategy Committee receives regular reporting from management on the Company's environmental initiatives and progress toward targets in this area.

Role of Management

Our leadership team is responsible for day-to-day management of risk at Spire. The ERM program is the foundation for identifying and assessing risks that could impact the business. Environmental risk is largely overseen by the vice president of sustainability. That officer oversees a dedicated team of employees who are responsible for evaluating our environmental efforts and developing new initiatives.

In 2023, Spire launched a Sustainability Council, composed of senior Spire leaders and chaired by the vice president of sustainability, which is responsible for oversight of this report and progress toward initiatives detailed in the report.

Strategy

Spire strongly believes that natural gas is an essential part of the planet's sustainable energy future. The natural gas industry will be an important player to achieve a resilient energy system that can drive toward carbon neutrality or even net-zero emissions. However, climate change, and regulatory, public policy or legislative changes to address the potential for climate change could adversely affect the operations and financial results of the company. The risks of climate change on our company are described in our 2023 Form 10-K and can be categorized in the following areas: policy, legal, technology, market, reputational and physical risks.

Spire has taken an active role alongside the American Gas Association to study, understand and promote the role of natural gas in achieving resilient and sustainable energy sources for the future. We have also begun to actively explore the potential of alternative energy sources, such as RNG and hydrogen, to play a role in our business. We view these opportunities as potential business growth projects that could also contribute to our environmental commitments.

Metrics and targets

Our metrics and targets, and progress toward those metrics and targets, can be found in this 2023 Sustainability Report, including:

- 2023 CO2e reductions
- 2023 Scope 1 and 2 emissions
- Reduction in methane emissions due to infrastructure upgrades
- Exploration of advanced leak detection and repair programs
- Improvements in pipeline damage rates
- Emissions reductions achieved through energy efficiency programs
- Energy efficiency improvements made at our facilities
- 2023 water usage and minimization of waste generation

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, such as 2019 law enforcement provisions now effective in Alabama

We also track the percent of excavation damage to total leaks reported for FY23. The data is as follows:

Fiscal Year	AL	Gulf	MS	MO	Combined
2023	18.38%	12.47%	23.69%	12.86%	14.83%

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

- Spire has 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

- Spire has 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

Memberships and associations

Industry leadership

Spire has a long history of engagement and leadership in the natural gas industry. It's important for us to participate and serve in certain independent industry organizations to stay up to date on trends and to help lead the way forward as the energy industry adapts and changes.

Among the many organizations in which our leaders participate and serve in key leadership roles are 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 area. A few examples of our leadership roles include:

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

Stakeholders

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

Stakeholder groups	Engagement channels	
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 Training 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, Banking and Investment community	Website Management and Board engagement Direct outreach Quarterly earnings calls and filings Quarterly updates and presentations	Annual shareholders' meeting Conferences and events Ongoing dialogue and interaction
Suppliers	Supplier meetings and onboarding Supplier Code of Business Conduct	