

# COMPASS, INC.

## CORPORATE GOVERNANCE GUIDELINES

*These Corporate Governance Guidelines were approved by the Board on July 31, 2025*

### I. OVERVIEW

The Board of Directors (the “**Board**”) of Compass, Inc. (the “**Company**”) has adopted these Corporate Governance Guidelines to reflect the Board’s strong commitment to sound corporate governance practices and to encourage effective policy and decision making at both the Board and management level, with a view to enhancing long-term value for the Company’s stockholders. These Corporate Governance Guidelines are intended to assist the Board in the exercise of its governance responsibilities and serve as a framework within which the Board may conduct its business.

These Corporate Governance Guidelines are subject to modification from time to time by the Board.

### II. ROLE OF THE BOARD

The Company’s stockholders elect the Board, which is the Company’s ultimate decision-making body (except as to matters reserved to, or shared with, the Company’s stockholders). It is the principal duty of the Board to exercise its powers in accordance with its fiduciary duties to the Company and in a manner that it reasonably believes to be in the best interests of the Company and its stockholders. In doing so, the Board oversees the Company’s business affairs and works with the Chief Executive Officer and other senior management to determine the Company’s strategy and mission. In fulfilling its responsibilities, the Board is involved in strategic and operational planning, financial reporting, governance, compliance, risk management and setting a tone of business integrity. More specifically, the Board has responsibility for, among other things:

- *Annual Review of the Chief Executive Officer and other Executive Officers:* The Compensation Committee, which has primary responsibility for compensation matters involving executive officers and stock-based compensation plans for all employees, will conduct an annual review of the Chief Executive Officer’s performance, with input from non-employee directors. In consultation with the Chief Executive Officer, the Compensation Committee will also annually review the performance of the other executive officers. The Compensation Committee will determine the evaluation process and specific criteria for this annual review.
- *Succession Planning:* The Board periodically reviews and updates senior management succession plans to prepare for an orderly transition should the Company experience an unanticipated event such as the death, disability or unexpected departure of a member of the management team. With advice from the Nominating and Corporate Governance Committee of the Board (the “**Nominating and Governance Committee**”), the Board will review succession plans and provide guidance as appropriate.

- *Annual Board and Committee Performance Evaluation:* The Board and each of its committees will perform annual self-evaluations to ensure that each is functioning effectively and adhering to its charter and to company policies. The Nominating and Governance Committee will oversee this evaluation process and report to the Board regarding the performance and effectiveness of the Board, each committee and each director.

### **III. THE BOARD'S STRUCTURE AND COMPOSITION**

#### **A. Size of Board and Vacancies**

The Company's Bylaws empower the Board to set by resolution the size of the Board. The Board, with advice from the Nominating and Governance Committee, shall periodically review the size of the Board, which may be increased or decreased if determined to be appropriate by the Board.

The Board may wish to fill vacancies on the Board that occur between annual meetings of stockholders outside the usual election process held at annual meetings of stockholders. In that case, the Board will follow the Board vacancy procedures in the Certificate of Incorporation and Bylaws to appoint candidates to fill the vacancy upon recommendation of the Nominating and Governance Committee.

#### **B. Director Qualifications and Selection Process**

The Board shall be responsible for nominating persons for election to the Board and for filling vacancies on the Board that may occur between annual meetings of stockholders. The Nominating and Governance Committee has primary responsibility for setting the qualifications as to who can sit on the Board. The Nominating and Governance Committee is tasked with identifying individuals who meet those qualifications and periodically reviewing the Board's structure. As part of this process, the Nominating and Governance Committee will consider the size, expertise, skills and experience of the Board, and will recommend candidates with the goal of developing an experienced, diverse and highly qualified Board.

Nominees for director will be selected based on criteria such as independence, integrity, diversity (including with respect to race, ethnicity, gender and sexuality), geography, financial skills, cybersecurity, information technology, real estate and other expertise, breadth of experience, knowledge about the Company's business and industry, experience as a chief executive officer at a publicly traded company, willingness and ability to devote adequate time and effort to the Board, ability to contribute to the Board's overall effectiveness and the needs of the Board and its committees. If helpful, the Nominating and Governance Committee may retain outside consultants to assist in identifying candidates and also will consider advice and recommendations from stockholders, management and others.

The Board shall not nominate any person for election or appoint any person to the Board without the prior favorable recommendation of the Nominating and Governance Committee.

### **C. Independence of the Board**

At all times, a majority of directors will be independent, which means, generally, that they will not have any connections to us that could affect their ability to provide impartial oversight. Specifically, these directors will meet the independence requirements of the applicable rules, regulations and listing standards of the stock exchange on which our securities are listed for trading. A director will be deemed “independent” only if the Board affirmatively determines that the director has no material relationship that affects the director’s independence or that would interfere with the director exercising independent judgment in carrying out the director’s responsibilities.

### **D. Chairperson of the Board; Lead Independent Director**

The Board does not require that the Chairperson of the Board and Chief Executive Officer be different individuals. The Board is free, in accordance with the Bylaws, to choose its Chairperson in any way that the Board considers to be in the best interests of the Company and its shareholders. However, if the Chairperson of the Board is also the Chief Executive Officer or any other Executive Officer, the Board, by a majority vote of the independent directors, will designate a Lead Independent Director. The Nominating and Governance Committee will periodically consider the Board’s leadership structure, including the separation of the Chairperson of the Board and Chief Executive Officer roles or the appointment of a Lead Independent Director, either permanently or for specific purposes, and make such recommendations to the Board with respect thereto as the Committee deems appropriate.

The Lead Independent Director will be responsible for:

#### *Board Meetings and Executive Sessions*

- Administering separate meetings of the independent directors, with or without the presence of management in accordance with the rules of the exchange on which the Company’s securities are listed, and convening special meetings of the Board when determined to be necessary;
- Facilitating discussion on key issues and concerns and fostering open dialogue among the independent directors during meetings of the Board, executive sessions and outside of meetings of the Board; and
- Presiding over meetings where the Chairperson is not present.

#### *Liaison with the Chairperson and Management*

- Serving as the principal liaison between (i) the Chairperson and the independent directors and (ii) the independent directors and the Company’s management; and
- Communicating to the Chairperson and management, as appropriate, any decisions reached, suggestions, views or concerns expressed by the independent directors in executive sessions or outside of meetings of the Board; and

- Providing the Chairperson with feedback and counsel concerning the Chairperson's interactions with the Board.

#### *Oversight of Agendas and Information Provided to the Board; Retention of Advisors*

- Setting the agenda for meetings of the Board, taking into account input from the Chairperson and other independent directors;
- Providing the Chairperson and management with feedback on meeting schedules and the appropriateness, including the quality and quantity, and timeliness of information provided to the Board; and
- Recommending the retention of advisors and consultants who report directly to the Board and retaining such advisors and consultants at his or her discretion.

#### *Conflicts*

- Providing leadership to the Board if circumstances arise in which the role of the Chairperson may be, or may be perceived to be, in conflict.

#### *Stockholder Communications*

- If appropriate, consult and communicate directly with major stockholders.

The Lead Independent Director shall also perform such other functions and responsibilities as requested by the Board from time to time.

### **E. Number and Composition of Board Committees**

The Nominating and Governance Committee periodically will consider and make recommendations to the Board regarding the size, structure and composition of Board committees. The purpose and responsibilities of each committee will be outlined in committee charters adopted by the Board and made available on the Company's website. Each committee will be comprised entirely of directors who satisfy the independence requirements of the Board, as well as any additional independence requirements applicable to a particular committee. Each committee will review its charter at least annually and recommend to the Board any changes the committee deems necessary. The Board also may establish standing or special committees as it deems appropriate.

### **F. Term Limit; Retirement**

The Board has not established tenure and term limits for directors or a retirement age in light of the substantial benefits that result from having a group of directors maintain a sustained focus on the Company's business, strategy and industry over a significant period of time. However, the Nominating and Governance Committee will periodically review and make recommendations to the Board regarding director tenure and term limits in connection with the Board's procedures for selecting and nominating directors to ensure the beneficial presence of diverse viewpoints and ideas.

## **IV. RESPONSIBILITIES OF DIRECTORS**

### **A. Conflicts of Interest**

The Board expects that directors will act ethically at all times and will adhere to the requirements of the Employee & Director Code of Ethics and Related Party Transactions Policy. Directors are expected to avoid any action, position or interest that conflicts, or even appears to conflict, with the Company's interests. If an actual or potential conflict of interest arises for a director, the director will report the conflict in accordance with the procedures provided in the Employee & Director Code of Ethics and Related Party Transactions Policy.

### **B. Simultaneous Service on Other Boards or Committees**

We expect directors to be willing and able to devote sufficient time and attention to carrying out their Board responsibilities effectively. Although the Board acknowledges the value of having directors with significant experience in other businesses and activities, the Board understands as well that effective service requires substantial commitment. However, the Board recognizes that the demands of other business activities vary substantially. The Board therefore does not consider it necessary to impose specific limits on such activities so long as directors are sufficiently attentive and available to fulfill their duties to the Company, and so long as directors comply at all times with the Company's conflict of interest policies. Directors also are expected to limit the number of other boards, including non-profits, on which they serve in order to devote adequate time and effort to their Board responsibilities. Each director should inform the Nominating and Governance Committee of any other public company boards on which they serve, including board committees. The Nominating and Governance Committee will consider that outside service when reviewing Board and committee composition.

### **C. Directors Who Change Their Principal Occupation**

The Board does not believe that directors who retire from or change their principal occupation must therefore leave the Board. Nonetheless, prior to or immediately following any such event, the director should notify the Chair of the Nominating and Governance Committee. The Nominating and Governance Committee will consider the circumstances and determine whether the director's continued service on the Board would be appropriate. In certain cases, the Nominating and Governance Committee may recommend to the Board that the director submit his or her resignation, at which time the Board (without the director in question) will consider such recommendation and decide whether to seek the director's resignation. If so, the director is expected to submit his or her resignation to the full Board.

### **D. Attendance at Annual Meeting of Stockholders**

Directors are invited and encouraged to attend annual stockholder meetings.

### **E. Interaction with Outside Interested Parties**

Individual directors may, from time to time at the request of management, meet or otherwise communicate with various constituencies and stakeholders.

## **F. Board Confidentiality and Communications**

Consistent with their fiduciary duties, directors shall maintain the confidentiality of any non-public information received in their capacities as directors, including Board and Board committee communications, discussions and materials.

In addition, director shall not speak with the media or consent to an interview regarding the Company without receiving prior approval from the Company's communications team.

## **V. BOARD LOGISTICS**

### **A. Board Meetings**

The Board will meet periodically at such times and places as the Board determines. In addition, special Board meetings may be called from time to time in accordance with the Bylaws. The Company expects each director to attend all meetings of the Board and the Board committees on which that director sits (and in no event fewer than 75% of such meetings), and to review prior to each meeting the advance materials distributed.

### **B. Executive Sessions of Independent Directors**

The Board's policy is to reserve time either before or after regularly scheduled Board meetings (and in any event, no less than two times per year) for independent directors to meet in executive session without management. Any independent director can request that an additional executive session be scheduled. Executive sessions will be led by: (i) the Chairperson (if a non-management director), (ii) the Lead Independent Director (if any), or (iii) another independent director selected by a majority of the independent directors.

### **C. Director Compensation**

Non-employee directors are eligible to receive compensation for service on the Board and its committees. The form and amount of such compensation will be determined by the Board based upon the recommendation of the Compensation Committee.

### **D. Director and Senior Executive Stock Ownership**

The Compensation Committee will periodically assess the appropriateness of stock ownership guidelines for directors and executive officers, including whether and to what extent directors and executive officers should be restricted from selling stock acquired through equity compensation.

### **E. New Director Orientation and Continuing Education**

The Company will provide an orientation process for new directors designed to familiarize them with the full scope of the Company business and its key challenges, and to assist them in developing and maintaining the skills necessary to perform their Board responsibilities. The Board also believes that continuing education is important for maintaining a current and effective Board. Accordingly,

the Board encourages directors to participate in continuing education, as well as participation in accredited director education programs. The Company will reimburse reasonable expenses incurred in connection with new director orientation and continuing director education. The Nominating and Governance Committee will periodically review the policies and programs for new director orientation and continuing director education.

#### **F. Board Authority to Retain and Access Officers, Employees and Independent Advisors**

The Company wants the Board to have all the information it needs to fulfill its responsibilities. For that reason, the Board has, as appropriate and in coordination with senior management, full and free access to the Company's officers and employees, as well as to independent advisors such as auditors, compensation consultants, outside legal counsel and any other advisors the Board considers necessary or advisable to retain in order to help it perform its duties.

### **VI. STOCKHOLDER COMMUNICATIONS WITH THE BOARD**

The Company values relationships and seek meaningful collaboration and engagement with stockholders. Stockholders are invited to contact the Board by email to the Corporate Secretary at [corporatesecretary@compass.com](mailto:corporatesecretary@compass.com).

Each communication should specify the applicable addressee or addressees to be contacted, the general topic of the communication, and information about share ownership. The Company will initially receive and process communications before forwarding them to the addressee. The Company generally will not forward to the directors a communication that it determines to be primarily commercial in nature or related to an improper or irrelevant topic, or that requests general information about the Company, its products or services.

### **VII. CHANGES TO THESE GUIDELINES**

The Nominating and Governance Committee may recommend future amendments to these Corporate Governance Guidelines for consideration by the Board. The Board reserves the right in its sole discretion to modify or grant waivers to these Corporate Governance Guidelines. Any amendments or waiver may be publicly disclosed if required by applicable laws, rules and regulations.

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