

## MOMENTIVE GLOBAL INC.

### CORPORATE GOVERNANCE GUIDELINES

Adopted: August 29, 2018

Effective upon effectiveness of the registration statement relating to the Company's initial public offering

Last amended: February 4, 2021

The Board of Directors (the "**Board**") of Momentive Global Inc. (the "**Company**") has adopted the following Corporate Governance Guidelines (the "**Guidelines**") to assist the Board in the exercise of its responsibilities and to serve the interests of the Company and its stockholders in a manner that is consistent with its fiduciary duties.

#### **I. THE BOARD**

##### ***Role***

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 it reasonably believes to be in the best interests of the Company and its stockholders. It is also the Board's duty to oversee senior management in the competent and ethical operation of the Company. To satisfy this duty, the directors will take a proactive, focused approach to their position, and set standards to ensure that the Company is committed to business excellence, ethical and honest conduct, and highest levels of integrity. Directors bring to the Company a wide range of experience, knowledge and judgment, and will use their skills and competencies in the exercise of their duties as directors of the Company.

##### ***Size***

The number of directors that constitutes the Board will be fixed from time to time by a resolution adopted by the Board in conformity with the Company's Fourth Amended and Restated Certificate of Incorporation (the "**Certificate**") and Third Amended and Restated Bylaws (the "**Bylaws**"). The Nominating and Corporate Governance Committee of the Board (the "**Nominating Committee**") periodically reviews the size of the Board to ensure that the current number of directors most effectively supports the Company.

##### ***Composition***

There will at all times be a majority of independent directors on the Board. An "independent director" is a person who meets the definition of independent director under rules of the stock exchange on which the Company's securities are listed and does not have any other relationship with the Company that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out director responsibilities.

##### ***Lead Independent Director***

If the Board does not have an independent Chairperson, a Lead Independent Director may be appointed by the Board. If appointed, the Lead Independent Director will be responsible for calling separate meetings of the independent directors, determining the agenda and serving as chairperson of meetings of independent directors, reporting to the Company's Chief Executive Officer ("**CEO**") and Chairperson of the Board regarding feedback from executive sessions, serving as spokesperson for the Company as requested, and performing such other responsibilities as may be designated by a majority of the independent directors from time to time. If a Lead Independent Director is appointed, his or her identity will be disclosed in the Company's annual proxy statement or published on the investor relations page of the Company's website.

##### ***Executive Sessions***

The non-employee directors will meet in executive sessions without management directors or management present on a periodic basis but no less than twice a year. "Non-employee directors" are all directors who are not Company employees, including

both independent directors and such directors who are not independent directors by virtue of a material relationship, former status or family membership, or for any other reason.

In addition, if the non-employee directors include directors who are not independent directors, the independent directors will also meet on a periodic basis but no less than twice a year in an independent director executive session.

### ***Director Qualifications***

The Nominating Committee works with the Board to determine periodically, as appropriate, the desired Board qualifications, expertise and characteristics, including such factors as business experience and diversity; and with respect to diversity, the Nominating Committee may consider such factors as differences in professional background, education, skill, and other individual qualities and attributes that contribute to the total mix of viewpoints and experience represented on the Board.

The Nominating Committee and the Board evaluate each director in the context of the membership of the Board as a group, with the objective of having a group that can best perpetuate the success of the business and represent stockholder interests through the exercise of sound judgment using its diversity of background and experience in the various areas. Each director should be an individual of high character and integrity. In determining whether to recommend a director for re-election, the Nominating Committee also considers the director's past attendance at meetings, participation in and contributions to the activities of the Board and the Company and other qualifications and characteristics set forth in the charter of the Nominating Committee.

Each director must ensure that other existing and anticipated future commitments do not materially interfere with the director's service as a director. Any employee director must submit his or her offer of resignation from the Board in writing to the Chairperson of the Nominating Committee upon termination of employment with the Company. Upon a change of his or her principal employer, a non-employee director shall promptly inform the Board. The Nominating Committee shall assess the appropriateness of such non-employee director remaining on the Board and shall recommend to the Board whether to request that such non-employee director tender his or her resignation. If so requested, such non-employee director is expected to promptly tender his or her resignation from the Board and all committees thereof in writing to the Chairperson of the Nominating Committee.

### ***Limitation on Other Board Service***

Directors should advise the Nominating Committee of any invitations to join the board of directors of any other public company prior to accepting the directorship. No director should serve on more than four additional public company boards without the approval of the Board. The Board, through the Nominating Committee, will have the opportunity to review the appropriateness of the continued service of a director who changes the role, position or areas of responsibility that he or she held when he or she was elected to the Board.

Service on other boards and/or committees should be consistent with the Company's conflict of interest policies set forth below.

### ***Selection of New Directors***

Our Board is divided into three classes. As a result, approximately one-third of the Board will stand for election for a three-year term by the stockholders of the Company each year at the Company's annual meeting of stockholders. Each year, at the Company's annual meeting of stockholders, the Board will nominate a slate of directors for election by the stockholders. In accordance with the Bylaws, the Board will also be responsible for filling vacancies or newly-created directorships on the Board that may occur between annual meetings of stockholders. The Nominating Committee is responsible for identifying and screening candidates for Board membership and recommending candidates to the entire Board for Board membership.

### ***Directors Who Become Aware of Circumstances that May Adversely Reflect Upon the Director or the Company***

When a director, including any director who is currently an officer or employee of the Company, becomes aware of circumstances that may adversely reflect upon the director, any other director, or the Company, the director should notify the Nominating Committee of such circumstances. The Nominating Committee will consider the circumstances, and may in certain cases request the director to cease the conflicting activity, or in more severe cases,

request that the director submit his or her resignation from the Board if, for example, continuing service on the Board by the individual is not consistent with the criteria deemed necessary for continuing service on the Board.

### ***Term Limits***

Term limits may result in the loss of long-serving directors who over time have developed unique and valuable insights into the Company's business and therefore can provide a significant contribution to the Board. Because each director is periodically subject to election by the Company's stockholders, the Board does not believe it is in the best interests of the Company to establish term limits.

### ***Conflicts of Interest***

Directors are expected to avoid any action, position or interest that conflicts with the interests of the Company or gives the appearance of a conflict. If an actual or potential conflict of interest develops, the director will report all facts regarding the matter to the Chairperson of the Nominating Committee (or, if the conflict of interest constitutes a "related person transaction," to the Chairperson of the Audit Committee of the Board (the "**Audit Committee**")). Any material conflict must be resolved or the director should resign. If a director has a personal interest in a matter before the Board, the director must disclose the interest to the Board, excuse himself or herself from discussion, and abstain from voting, on the matter.

### ***Interaction with the Press, Members and Others***

The Board believes that management speaks for the Company. Each director should refer all inquiries from the press, members or others regarding the Company's operations to management. Individual Board members may, from time to time at the request of the management, meet or otherwise communicate with various constituencies that are involved with the Company. If comments from the Board are appropriate, they should, in most circumstances, come from the Chairperson of the Board or the Lead Independent Director in compliance with the Company's External Communications Policy.

### ***Board Access to Senior Management***

The Board has access to management in order to ensure that directors can ask any questions and receive all information necessary to perform their duties. Directors should exercise judgment to ensure that their contact with management does not distract managers from their jobs or disturb the business operations of the Company.

### ***Board Access to Independent Advisors***

The Board committees may hire independent advisors, such as auditors, compensation consultants, legal counsel and other advisors. The Board as a whole will have access to these advisors and other independent advisors that the Company retains or that the Board considers necessary or advisable in performing its responsibilities.

A director is entitled when discharging his or her duties to rely in good faith on reports or other information provided by the Company's management, its independent auditors, legal counsel or other advisors as to matters the member reasonably believes to be within such other person's professional or expert competence and who has been selected with reasonable care by or on behalf of the Company.

### ***Director Orientation and Continuing Education***

The directors and the Company are committed to ensuring that all directors receive orientation and continuing education.

### ***Annual Self-Evaluation***

The Nominating Committee will oversee a periodic self-evaluation by the Board, each committee of the Board and each director. The Nominating Committee will be responsible for establishing the evaluation criteria and

implementing the process for this evaluation, as well as considering other corporate governance principles that may, from time to time, merit consideration by the Board.

The Nominating Committee will utilize the results of the Board evaluation process in assessing and determining the characteristics and critical skills required of prospective candidates for election to the Board and for current directors seeking re-election in an effort to further the interests of the Company and its stockholders in a manner consistent with the Company's mission and core values.

## **II. Board Meetings; Stockholder Meetings, Involvement of Senior Management**

### ***Board Meeting Attendance***

The Board will meet on a periodic basis, in person or by teleconference, at such times and places as the Board determines. In addition, special meetings may be called from time to time. Directors are expected to attend each meeting, to invest the time and effort necessary to understand the Company's business and financial strategies and challenges. The basic duties of the directors include being prepared for and attending Board meetings and actively participating in Board discussions. Directors are also expected to make themselves available outside of Board meetings for advice and consultation. A director who is unable to attend a Board or committee meeting should notify the Board or Committee Chairperson or the CEO in advance of the meeting.

### ***Annual Meeting of Stockholders Attendance***

Each director is encouraged to attend each of the Company's annual meetings of stockholders.

### ***Attendance of Non-Directors***

The Board encourages invitations to management and outside advisors or consultants from time to time to participate in Board and/or committee meetings to (i) make presentations and provide insight into items being discussed by the Board that involve the invitee and (ii) bring managers with high potential into contact with the Board. Attendance of any non-directors at Board meetings is at the discretion of the Board.

### ***Advance Receipt of Meeting Materials***

Information regarding the topics to be considered at a meeting is essential to the Board's understanding of the business and the preparation of the directors for a productive meeting. To the extent feasible, the meeting agenda and any written materials relating to each Board meeting will be distributed to the directors sufficiently in advance of each meeting to allow for review of the agenda and materials. Directors are expected to have reviewed and be prepared to discuss all materials distributed in advance of any meeting.

## **III. Committee Matters**

### ***Number, Name, Responsibilities and Independence of Committees***

The Board currently has three (3) standing committees: the Audit Committee, the Compensation Committee and the Nominating and Corporate Governance Committee. The Audit Committee, Compensation Committee and Nominating Committee are each composed of independent directors. From time to time, the Board may form or disband an ad hoc or standing Board committee, depending upon the circumstances. Each committee will perform its duties as assigned by the Board in compliance with the Bylaws and the committee's charter.

### ***Assignment and Rotation of Committee Members***

Based on the recommendation of the Nominating Committee, the Board appoints committee members and committee chairpersons in accordance with applicable law and according to criteria set forth in the applicable committee charter and other criteria that the Board determines to be relevant to the responsibilities of each committee. Committee membership and the position of committee chairperson will not be rotated on a mandatory or regular basis unless the Board determines that rotation is in the best interest of the Company.

### ***Frequency of Committee Meetings and Agendas***

The committee chairpersons and appropriate members of management, in accordance with the committee's charter and, as appropriate, in consultation with the committee members, will determine the frequency and length of the committee meetings and develop the meeting agendas. Committee chairpersons will summarize committee discussions and actions with the full Board.

### ***Committee Charters***

Each committee will periodically review its charter and recommend to the Board any changes it deems necessary.

## **IV. Stockholder-Director Communications**

### ***Policy***

The Board believes that stockholders should have an opportunity to send communications to the non-management members of the Board. Any such communication should be made in accordance with the Company's Policies and Procedures for Stockholder Communications to Independent Directors. In cases where stockholders wish to communicate directly with our non-management directors, messages can be sent to our General Counsel at Momentive Global Inc., One Curiosity Way, San Mateo, California 94403.

Each communication should set forth (i) the name and address of the stockholder, as it appears on the Company's books, and if the Company's common stock is held by a nominee, the name and address of the beneficial owner of the Company's common stock, and (ii) the number of shares of the Company's common stock that are owned of record by the record holder and beneficially by the beneficial owner.

Our General Counsel or Legal Department, in consultation with appropriate directors as necessary, shall review all incoming stockholder communications (except for mass mailings, product complaints or inquiries, job inquiries, business solicitations and patently offensive or otherwise inappropriate material) and, if appropriate, will route such communications to the appropriate director(s) or, if none is specified, to the Chairperson of the Board or the Lead Independent Director if the Chairperson of the Board is not independent.

Our General Counsel or Legal Department may decide in the exercise of his, her or its judgment whether a response to any stockholder communication is necessary and shall provide a report to the Nominating Committee on a quarterly basis of any stockholder communications received for which the General Counsel or Legal Department has responded.

These policies and procedures for stockholder communications with the non-management directors are administered by the Nominating Committee. These policies and procedures do not apply to (a) communications to non-management directors from officers or directors of the Company who are stockholders, or (b) stockholder proposals submitted pursuant to Rule 14a-8 under the Securities and Exchange Act of 1934, as amended.

## **V. Stock Ownership and Retention Guidelines**

### ***Stock Ownership Guidelines for Existing Directors***

Each director on the Board as of the Effective Date is expected to hold a number of ordinary shares of the Company with a value equivalent to at least five (5) times his or her annual base cash retainer for service on the Board (not including retainers for serving as chairperson of the Board or as a member or chair of any Board committee) in the case of non-employee Directors, and at least five (5) times his or her annual base salary in the case of employee directors and to maintain this minimum amount of stock ownership throughout his or her tenure on the Board. Existing directors are expected to achieve the applicable level of ownership on or before the fifth (5<sup>th</sup>) anniversary of February 4, 2021.

### ***Stock Ownership Guidelines for New Directors***

Each director who joins the Board after February 4, 2021 is expected to hold a number of shares of common stock of the Company with a value equal to at least five (5) times his or her annual base cash retainer for service on the Board (not including retainers for serving as chairperson of the Board or as a member or chair of any Board committee) in the case of non-employee Directors, and at least five (5) times his or her annual base salary in the case of employee directors, and to maintain this minimum amount of stock ownership throughout his or her tenure on the Board. New directors are expected to achieve the applicable level of ownership by their five (5) -year anniversary of joining the Board.

### ***Annual Measurement***

Following the end each fiscal year of the Company following February 4, 2021, the Nominating Committee will assess the ownership of any individual who is subject to these Guidelines against the required ownership for such individual (the date of such review, the “**Measurement Date**”). For purposes of this review, an individual’s annual base salary or annual base cash retainer, as applicable, and Qualifying Equity Holdings (as defined below) is determined as of the last trading day of the Company’s fiscal year prior to the applicable Measurement Date. The annual base cash retainer for non-employee directors does not include fees paid for committee service, chair fees, travel expenses, reimbursements or per meeting fees.

### ***Qualifying Equity Holdings***

The following equity holdings qualify towards satisfaction of these Guidelines:

- Shares directly owned by the director;
- Shares held in trust, limited partnerships, or similar entities for the benefit of the director or his or her immediate family members;
- Shares subject to restricted stock units or other full-value awards (“**Full-Value Awards**”) that have vested, but for which a director has elected to defer the settlement of the award to a date beyond the date of vesting; and
- Shares underlying restricted stock and other Full Value Awards to the extent vested or that are unvested and for which the only requirement to earn the award is continued service to the Company or its subsidiaries (for purposes of clarification, if a Full-Value Award is initially subject to achievement of performance goals or criteria, but if achieved the award would (in whole or in part) become subject to vesting based solely on continued service to the Company or its subsidiaries, then once the performance goals or criteria have been deemed to have been achieved, the shares subject to the award that actually become subject to service-based vesting will be considered equity holdings that count toward the satisfaction of these guidelines).

Unexercised stock options do not count towards satisfaction of these Guidelines.

### ***Implications of Ownership Below Stock Ownership Guideline Thresholds***

To satisfy these guidelines, any director who has not reached or who fails to maintain his or her target ownership level (as described above) must retain at least fifty percent (50%) of any net shares derived from vested restricted stock or restricted stock units, exercised stock options or stock purchase plan holdings until his or her guideline is met. “**Net shares**” are those shares that remain after shares are sold or netted to pay the exercise price (if any) of equity awards and applicable taxes.

### ***Exceptions***

These guidelines may be waived, at the discretion of the Nominating Committee, for non-employee directors joining the Board from government, academia, or similar professions. These guidelines may also be temporarily

suspended for one or more directors, at the discretion of the Nominating Committee, if compliance would create severe hardship or prevent a director from complying with a court order.

#### **VI. Interpretation**

These Guidelines should be interpreted and construed in the context of all applicable laws and the Certificate, the Bylaws and other corporate governance documents.

#### **VII. Amendment**

The Board is committed to continuously reviewing and updating our policies, and the Board therefore reserves the right to amend these Guidelines at any time, for any reason, subject to applicable law.