

GROVE COLLABORATIVE HOLDINGS, INC.
CORPORATE GOVERNANCE GUIDELINES
(Adopted by the Board of Directors July 20, 2023)

The board of directors of Grove Collaborative Holdings, Inc. (the “Board,” and such company together with its subsidiaries, the “Company”) has adopted the following Corporate Governance Guidelines (the “Guidelines”) to assist the Board in exercising its responsibilities. The Guidelines reflect the Board’s commitment to monitor the effectiveness of policy and decision making at the Board and management levels, with a view to enhancing stockholder value over the long term. The Guidelines also assure that the Board will have the necessary authority and practices in place to review and evaluate the Company’s business operations as needed and to make decisions that are independent of the Company’s management. The Guidelines are subject to modification from time to time as the Board deems necessary or advisable.

Board Composition

Responsibilities. The Board is elected by the stockholders to oversee the Company’s management and ensure that the long-term interests of the stockholders, those materially affected by the Company’s conduct (including customers, employees, partners, and the communities in which the Company operates) (the “Stakeholders”), and the public benefit identified in the Company’s Amended and Restated Certificate of Incorporation (the “Public Benefit”) are balanced. The Board is the ultimate decision-making authority within the Company, except with respect to those matters, including the election of directors, that are reserved for the Company’s stockholders. Each director is expected to discharge his or her duties in good faith and in a manner the director reasonably believes are in the best interests of the Company.

Board Size. The Board believes that it should have between 5 and 9 members to allow for effective Board functioning and the need for diversity of director skills and viewpoints. The Board may adjust the size of the Board from time to time to accommodate the availability of an outstanding director candidate or otherwise in accordance with the Company’s Amended and Restated Certificate of Incorporation and bylaws then in effect.

Selection of Director Candidates. The Board is responsible for nominating candidates for election to the Board and for filling vacancies on the Board that may occur between annual meetings of stockholders. The Sustainability, Nominating and Governance Committee is responsible for identifying, screening, and recommending director candidates to the full Board, taking into consideration the needs of the Board and the qualifications of the candidates. The Board, based on the recommendation of the Sustainability, Nominating and Governance Committee, will review each director’s continuation on the Board in connection with the director’s re-election.

Board Membership Criteria. In evaluating the suitability of director candidates and when considering whether to nominate a director for re-election as appropriate, the Sustainability, Nominating and Governance Committee and the Board take into account many factors as approved by the Board from time to time, such as general understanding of various business disciplines (e.g., marketing, finance, etc.), the Company’s business environment, educational and professional background, analytical ability, independence, diversity of experience, viewpoints and backgrounds, willingness to devote adequate time to

Board duties and ability to act in and represent the balanced best interests of the Company, the long- term interests of the stockholders, the Stakeholders, and the Public Benefit, rather than special constituencies. The Board evaluates each candidate in the context of the Board as a whole with the objective of retaining a group that is best equipped to help ensure the Company's success and represent stockholder interests, Stakeholder interests, and the Public Benefit through sound judgment.

Independent Directors. It is the policy of the Board, consistent with New York Stock Exchange listing standards, that at least a majority of the Board shall be comprised of independent directors. The Board shall determine on an annual basis whether each director qualifies as an "independent director" pursuant to New York Stock Exchange listing standards. Each independent director is expected to promptly disclose to the Board any existing or proposed relationships or transactions that could impact his or her independence.

Retirement Age and Tenure Policy. The Board does not believe it should limit the number of terms an individual may serve as a director or that a fixed retirement age for directors is appropriate. Directors who have served on the Board for an extended time are often able to provide valuable contributions and insight into the Company's operations based on their experience with, and understanding of, the Company's business, history, and objectives.

Board Leadership. The Board will determine its leadership structure in a manner that it determines to be in the best interests of the Company, its stockholders, its Stakeholders, and the Public Benefit. The Board will conduct an annual assessment of its leadership structure to determine that the leadership structure is the most appropriate for the Company at the time. The Board anticipates that the Company's Chief Executive Officer ("CEO") will be nominated to serve on the Board. The Chair of the Board and CEO positions may be filled by the same individual.

The Chair of the Board, among other things:

- presides at, and chairs, Board meetings and meetings of stockholders;
- establishes agendas for each Board meeting in consultation with the chairs of applicable committees of the Board;
- leads executive sessions of the Board;
- has authority to call Board meetings;
- leads the Board in discussions concerning the CEO's performance and CEO succession;
- approves meeting schedules for the Board;
- approves information sent to the Board;
- if requested by major stockholders, is available for consultation and direct communication; and
- performs such other duties and responsibilities as requested by the Board.

However, if the Chair of the Board is not independent, the independent directors of the Board shall elect a Lead Director who shall:

- serve as a liaison between the Chair of the Board, the CEO, and the independent directors;
- lead executive sessions of the Board;
- have authority to call meetings of the independent directors;

- lead the Board in discussions concerning the CEO's performance, CEO succession, and talent retention/development of senior executives;
- lead the Board in times of crisis;
- approve meeting agendas and meeting schedules for the Board;
- approve information sent to the Board;
- if requested by major stockholders, be available for consultation and direct communication;
- perform such other duties and responsibilities as requested by the Board;
- oversee conflicts of interest of all directors, including the CEO;
- ensure that the Board oversees management's execution of the Company's long-term strategy;
- ensure effective functioning of key Board committees and provide input on functioning of the committees when required;
- lead or participate in ad hoc committees established to handle extraordinary matters such as investigations and mergers and acquisitions; and
- assist in promoting corporate governance best practices.

Director Service on Other Boards. The Company's CEO should not serve on more than two other boards of a public company in addition to the Company's Board and other directors should not serve on more than four (4) other boards of public companies in addition to the Company's Board. All directors should obtain Board approval prior to agreeing to serve on the board of any other public or for-profit company.

Conflicts of Interest. All directors must comply with the applicable provisions of the Conflicts of Interest section of the Company's Code of Ethics and Business Conduct (the "Code"). Each director is expected to promptly disclose to the Chief Legal Officer any existing or proposed relationships or transactions that involve or could give rise to a conflict of interest. If a significant conflict of interest involving a director cannot be resolved, the director should promptly tender a resignation to the Board. The Chief Legal Officer and the Audit Committee, in accordance with the applicable provisions of the Conflicts of Interest section of the Code, shall then review the appropriateness of that director's continued service on the Board in light of the conflict and make a determination as to whether the resignation should be accepted.

Board Meetings; Involvement of Senior Management

Board Meetings—General. All meetings of and other actions by the Board shall be held and taken pursuant to the bylaws of the Company, including provisions governing notice of meetings and waiver thereof, the number of directors required to take action at meetings or by written consent, and other related matters. At least four regularly scheduled Board meetings generally are held each year, with additional regular or special meetings being held as circumstances warrant as determined by the Chair of the Board the CEO, or the Board. The Chair of the Board sets the agenda for each Board meeting in consultation with senior management and the Lead Director (if any) and distributes it to all the directors in advance. The Chair of the Board shall, as appropriate, solicit suggestions from other directors as to agenda items for Board meeting.

Director Attendance. Directors are expected to attend Board meetings and meetings of the

committees on which they serve. Each director is also expected to attend the Company's annual meeting of stockholders.

Advance Distribution of Materials; Review by Directors. Information that is relevant to the Board's understanding of matters to be discussed at an upcoming Board meeting should be distributed to the members of the Board sufficiently in advance of meetings to permit meaningful review. Advance information materials should generally be kept as concise as possible while giving directors sufficient information to make informed decisions. Board and committee members should review materials provided to them prior to Board and committee meetings and arrive at such meetings prepared to discuss the issues presented.

Access to Employees; Independent Advisors. The Company's management will afford each director full access to the Company's management and employees. Directors shall notify the CEO in advance of contacting any employee and shall use judgment to ensure that any such contact is not unduly disruptive to the business of the Company. With the approval of the Chair of the Board, management will invite Company personnel to Board meetings (i) at which their presence and expertise would help the Board have a full understanding of matters being considered and (ii) who have future potential such that management believes the Board should have greater exposure to the individual. In addition, the Board and its committees shall have access to, and authority to engage, at the Company's expense, independent financial, legal, accounting and other advisors. As with all decisions, the Board and its committees will use their informed business judgment in retaining and providing oversight of outside advisors.

Executive Sessions. Each regular meeting of the Board shall include an executive session at which no employee directors or other employees are present. If the non-employee directors include one or more directors who is not independent under New York Stock Exchange listing standards, the independent directors will themselves meet in executive session at least once per year. These executive sessions may include such topics as the non-employee or independent directors determine. During these executive sessions, the non-employee or independent directors shall have access to members of management and other guests as they may determine.

Director Orientation and Continuing Education. The Sustainability, Nominating and Governance Committee is responsible for developing and overseeing an orientation program for new directors and a continuing education program for all directors. The Board believes that director orientation and continuing education is essential to valuable Board participation and decision making. In addition, portions of certain Board meetings will be devoted to educational topics at which senior management and outside subject matter experts present information regarding matters such as the Company's industry, business operations, strategies, objectives, risks, opportunities, competitors, and important legal and regulatory issues. The Company encourages directors to periodically pursue or obtain appropriate programs, sessions or materials and the Company will reimburse directors for reasonable expenses in accordance with Company policy.

Plurality Voting; Resignation Policy. The Company's bylaws provide for plurality voting in uncontested director elections. Plurality voting means that directors are elected by a plurality of the votes cast. Any incumbent director who is not re-elected in an election in which plurality voting applies shall tender his or her resignation to the Board promptly following certification of the stockholder vote. The Sustainability, Nominating and Governance Committee shall consider the tendered resignation and make a recommendation to the Board as to whether to accept or reject the resignation or whether other action should

be taken. The Board shall act on the recommendation and publicly disclose its decision (by press release, SEC filing or any other public means of disclosure deemed appropriate) regarding the tendered resignation within 90 days following certification of the election results. The director who tenders his or her resignation shall not participate in the recommendation of the Sustainability, Nominating and Governance Committee or the decision of the Board with respect to his or her resignation.

Performance Evaluations and Succession Planning

Board Evaluation. The Board evaluates its performance and the performance of its committees and individual directors on an annual basis through an evaluation process administered by the Sustainability, Nominating and Governance Committee. The Board should discuss each evaluation to determine what, if any, actions should be taken to improve the effectiveness of the Board or any committee thereof or directors.

CEO Evaluation. The Compensation Committee conducts a review at least annually of the performance of the CEO. The Sustainability, Nominating and Governance Committee establishes the evaluation process and determines the criteria by which the CEO is evaluated. The results of this review are communicated to the CEO.

Management Succession Planning. As part of the annual executive officer evaluation process, the Sustainability, Nominating and Governance Committee works with the CEO to plan for the succession of the CEO and other senior executive officers, as well as to develop plans for interim or emergency succession for the CEO and other senior executive officers in the event of retirement or an unexpected occurrence. Management succession planning may be reviewed more frequently by the Board as it deems warranted.

Compensation

Board Compensation Review. The Compensation Committee annually reviews and reports to the Board as to how the Company's director compensation practices compare with those of other comparable companies. The Board determines its director compensation practices after the Compensation Committee completes this review. It is the general policy of the Board that Board compensation should be a mix of cash and equity-based compensation. Directors who are also members of management will receive no additional compensation for their service as directors.

Stock Ownership by Directors. The Board believes that an ownership stake in the Company strengthens the alignment of interests between directors and stockholders. Accordingly, each director should own common stock (or equivalents) having a value of at least five times the annual retainer fee, within five years of becoming a director, which shall be maintained through the director's term of service. In the event that the annual retainer fee is increased, directors will have three years to meet the new ownership guidelines. The Board will evaluate whether exceptions should be made for any director on whom these guidelines would impose a financial hardship.

Committees

Number and Type of Committees. The Board has three standing committees—an Audit Committee, a Compensation Committee and a Sustainability, Nominating and Governance Committee. The Board may add new committees or disband existing committees as it deems advisable, subject to applicable

laws and New York Stock Exchange listing standards. The composition, duties and responsibilities of each committee are set forth in a written charter approved by the Board and each of the respective committees. Committee duties are described briefly as follows:

- **Audit Committee.** The Audit Committee oversees the Company's accounting and audit processes. The committee is directly responsible for the appointment, compensation, retention, and oversight of the Company's independent auditors.
- **Compensation Committee.** The Compensation Committee (i) discharges the Board's responsibilities relating to compensation of the Company's executive officers and (ii) reviews and recommends to the Board compensation plans, policies and programs intended to attract, retain and appropriately reward employees.
- **Sustainability, Nominating and Governance Committee.** The Sustainability, Nominating and Governance Committee is responsible for identifying, evaluating, and recommending to the Board individuals qualified to be directors of the Company. It is also responsible for developing and recommending to the Board policies and practices with respect to corporate governance.

Composition of Committees; Committee Chairs. Each of the Audit, Compensation, and Sustainability, Nominating and Governance Committees consists solely of independent directors. The Board is responsible for appointing committee members and committee chairs, pursuant to recommendations made by the Sustainability, Nominating and Governance Committee and subject to applicable laws and New York Stock Exchange listing standards. The Board considers the rotation of committee members and committee chairs from time to time and makes adjustments as it deems necessary or advisable.

Agenda, Frequency, Length and Reports of Committee Meetings, and Attendance at Committee Meetings. The chair of each committee shall approve the agenda, length of and attendance at each committee meeting and shall determine the frequency of meetings. Materials related to agenda items shall be given to the committee members sufficiently in advance to allow the members to prepare for discussing the items at the meeting. A director may attend meetings as an observer (without having a vote or affecting the presence or absence of a quorum) of any committee of which the director is not a member, but is not permitted to participate in committee discussions, unless the relevant committee chair determines otherwise in his or her discretion nor is the non-committee member permitted to attend executive sessions of any such committee. In addition, a committee chair may exclude any director from a committee meeting if the chair determines in his or her sole discretion that the director has an actual, apparent or potential conflict of interest. A director who attends a meeting of a committee of which the director is not a member will not be compensated or otherwise reimbursed with respect to his or her attendance at that meeting, unless otherwise determined by the Board. The committee chairs shall report a summary of their meeting to the Board following each regular committee meeting.

Communications

Board Interaction with Third Parties. It is the policy of the Board that as a general matter management should speak for the Company. Each director will refer inquiries from investors, analysts, the press or customers to the CEO or their designee. When management deems it appropriate, statements from the Board will be made by the Chair. If the Chair is an affiliated director or member of Company management, the Lead Director generally speaks for the Board, although there may be circumstances when the Board designates another director to participate in and lead the communication effort. Individual

directors will only speak with investors, analysts, the press or customers about the Company if expressly authorized by the full Board and in accordance with the policies of the Company.

Stockholder Access to Directors. It is the policy of the Board that stockholders shall have reasonable access to directors at annual meetings of stockholders and an opportunity to communicate directly with directors on appropriate matters. The Board will generally respond, or cause the Company to respond, in writing to bona fide communications from stockholders addressed to one or more members of the Board. Stockholders and other interested parties are invited to communicate with the Board or any of its committees or directors by writing to: legal@grove.co.

Confidentiality. The proper functioning of the Board requires a candid and open exchange of information, ideas, and opinions among directors in an atmosphere of trust, confidence, and mutual respect. Directors have an affirmative duty to protect and hold confidential all non-public information obtained in the role of a Board or committee member. Accordingly:

- no director shall use Confidential Information for their own personal benefit or to benefit persons or entities outside the Company; and
- no director shall disclose Confidential Information to any person or entity outside the Company (which prohibits a director designated by any other person or entity from disclosing Confidential Information to such person or entity), either during or after their service as a director of the Company, except with express prior authorization of the Company's Chief Legal Officer or the Chair of the Board of Directors or as may be otherwise required by law (in which event a director shall promptly advise the Chief Legal Officer and the Chair of such anticipated disclosure and take all reasonable steps to minimize the disclosure of such Confidential Information). In considering whether to permit a director to share Confidential Information, the Chief Legal Officer or Chair may consider, among other things, whether sharing the information would give rise to a conflict and/or potential harm, including whether the information is protected by attorney-client privilege.

For purposes of these Guidelines, "Confidential Information" is all non-public information (whether or not material to the Company) entrusted to or obtained by a director by reason of his or her position as a director of the Company. In addition to information regarding Board and committee meetings, discussions, deliberations and decisions, Confidential Information includes, but is not limited to, non-public information that might be of use to competitors or harmful to the Company, its customers, suppliers or other stakeholders if disclosed, including but not limited to:

- non-public information about the Company's financial condition, forecasts, prospects or plans, its marketing and sales programs and research and development information, as well as information relating to mergers and acquisitions, stock splits and divestitures;
- non-public information concerning possible transactions with other companies or information about the Company's customers, suppliers or joint venture partners, which the Company is under an obligation to maintain as confidential; and
- non-public information about discussions, deliberations and decisions relating to business issues between and among Company employees, officers and directors.