

BRIGHTSPRING HEALTH SERVICES, INC. CORPORATE GOVERNANCE GUIDELINES

INTRODUCTION

The Board of Directors (the “**Board**”) of BrightSpring Health Services, Inc. (the “**Company**”) has adopted these corporate governance guidelines, which describe the principles and practices that the Board is expected to follow in carrying out its responsibilities. It is expected that these guidelines will be reviewed by the Board from time to time to ensure that they comply with all applicable laws, regulations and stock exchange requirements.

These guidelines should be interpreted in the context of all applicable laws and the Company’s certificate of incorporation, bylaws, any stockholders agreement to which the Company is a party and other corporate governance documents (each as amended, restated and in effect). These guidelines are intended to serve as a flexible framework within which the Board may conduct its business and not as a set of legally binding obligations. The Board may modify these guidelines from time to time.

A. Role and Responsibility of the Board and its Committees

The Board directs and oversees the management of the business and affairs of the Company in a manner consistent with the best interests of the Company and its stockholders in regular coordination with the Company’s management. The Board’s responsibility is one of oversight, and in performing its oversight role, the Board serves as the ultimate decision-making body of the Company, except for those matters reserved for or shared with the Company’s stockholders. The Board selects and oversees the members of senior management, who are charged by the Board with conducting the business of the Company.

The Board exercises direct oversight of strategic risks to the Company.

The Audit Committee reviews and discusses with management and the independent registered public accounting firm the Company’s guidelines and policies with respect to risk assessment and risk management, including the Company’s major financial risk exposures and the steps management has taken to monitor and control such exposures. The Compensation Committee oversees risks relating to the Company’s compensation policies and practices and incentives. The Nominating and Corporate Governance Committee identifies and evaluates candidates for Board and committee service and reviews matters related to corporate governance. The Quality and Compliance Committee oversees risk related to clinical, quality and regulatory compliance (excluding financial and other matters which are subject to the oversight of the Audit Committee). Each committee charged with risk oversight reports to the Board on those matters.

B. Board Composition, Structure and Policies

1. ***Independence of Directors.*** The Company defines an “independent” director in accordance with Rule 5605(a)(2) of the Nasdaq Stock Market (“**Nasdaq**”). The Board, upon

recommendation of the Nominating and Corporate Governance Committee, shall make an affirmative determination at least annually as to the independence of each director. The Nasdaq independence definition includes a series of objective tests, such as that the director is not an employee of the Company and has not engaged in various types of business dealings with the Company. Because it is not possible to anticipate or explicitly provide for all potential conflicts of interest that may affect independence, the Board is also responsible for determining affirmatively, as to each independent director, that no material relationships exist that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. In making these determinations, the Board will broadly consider all relevant facts and circumstances, including information provided by the directors and the Company with regard to each director's business and personal activities as they may relate to the Company and the Company's management. As the concern is independence from management, the Board does not view ownership of even a significant amount of stock, by itself, as a bar to an independence finding. Each director shall notify the Board of any change in circumstances that may put the director's independence at issue. In the event of such notification, the Board will evaluate such director's independence as promptly as practicable thereafter.

2. ***Selection of Chairman of the Board and Chief Executive Officer.*** The Board shall select its chairman ("***Chairman***") and the Company's Chief Executive Officer ("***CEO***") in the manner it considers in the best interests of the Company. Therefore, the Board does not have a policy on whether the roles of Chairman and CEO should be separate or combined and, if it is to be separate, whether the Chairman should be selected from the independent directors.

3. ***Director Qualification Standards.*** The Board, upon recommendation of the Nominating and Corporate Governance Committee, is responsible for reviewing the qualifications of potential director candidates and selecting those candidates to be nominated for election to the Board, subject to any obligations and procedures governing the nomination of directors to the Board that may be set forth in any stockholders agreement to which the Company is a party. The Board, upon recommendation of the Nominating and Corporate Governance Committee, may consider (a) minimum individual qualifications, including strength of character, mature judgment, familiarity with the Company's business and industry, independence of thought and an ability to work collegially with the other members of the Board and (b) all other factors it considers appropriate, which may include age, diversity of background, existing commitments to other businesses, potential conflicts of interest with other pursuits, legal considerations such as antitrust issues, corporate governance background, various and relevant career experience, relevant technical skills, relevant business or government acumen, financial and accounting background, executive compensation background and the size, composition and combined expertise of the existing Board. The Board, upon recommendation of the Nominating and Corporate Governance Committee, should monitor the mix of specific experience, qualifications and skills of its directors in order to assure that the Board, as a whole, has the necessary tools to perform its oversight function effectively in light of the Company's business and structure. Stockholders may also nominate directors for election at the Company's annual stockholders meeting by following the provisions set forth in the Company's bylaws, whose qualifications the Board will consider.

4. ***Change in Primary Employment.*** If a director significantly changes the director's primary employment or responsibilities during the director's tenure, that director must

notify the Chairman and the chair of the Nominating and Corporate Governance Committee. The Nominating and Corporate Governance Committee will evaluate the continued appropriateness of Board membership under the new circumstances and make a recommendation to the Board as to any action to be taken with respect to such circumstances.

5. ***Retirement Age for Directors.*** Directors are required to retire from the Board when they reach the age of 80. A director elected to the Board prior to the director's 80th birthday may continue to serve until the annual stockholders meeting coincident with or next following the director's 80th birthday. The Board may waive this requirement as to any director if it deems such waiver to be in the best interests of the Company.

6. ***Director Orientation and Continuing Education.*** Management, working with the Nominating and Corporate Governance Committee, will provide an orientation process for new directors and coordinate director continuing education programs. The orientation programs are designed to, among other things, familiarize new directors with the Company's businesses, strategies and challenges and to assist new directors in developing and maintaining skills necessary or appropriate for the performance of their responsibilities. As appropriate, management shall prepare additional educational sessions for directors on matters relevant to the Company and its business. Directors are also encouraged to participate in educational programs relevant to their responsibilities, including programs conducted by universities and other educational institutions.

7. ***Lead Director.*** Whenever the Chairman of the Board is also the Chief Executive Officer or is a director who does not otherwise qualify as an "independent director," the independent directors may elect from among themselves a Lead Director of the Board. The Lead Director will be elected by a plurality vote and should generally serve in such capacity for a minimum of one year. Service as Lead Director, however, generally should not exceed five consecutive years but is subject to the Board's discretion to set other guidelines in specific instances. A description of the position of Lead Director (if one is selected) is set forth in Annex A to these guidelines

8. ***Term Limits.*** The Board does not have a policy to impose term limits for directors because such a policy may deprive the Board of the service of directors who have developed, through valuable experience over time, an increasing insight into the Company and its operations.

C. Board Meetings

1. ***Frequency of Meetings.*** The Board currently plans to hold at least four meetings each year, with further meetings to occur (or action to be taken by unanimous consent) at the discretion of the Board. During those meetings, Board committees may meet, as well as the full Board.

2. ***Selection of Board Agenda Items.*** The Chairman of the Board, with approval from the Lead Director (if one has been elected), shall in consultation with management set the agenda for Board meetings with the understanding that the other members of the Board may provide

suggestions for agenda items that are aligned with the advisory and monitoring functions of the Board. Agenda items that fall within the scope of responsibilities of a Board committee are reviewed with the Chairman of that committee. Any member of the Board may request that an item be included on the agenda.

3. ***Access to Management and Independent Advisors.*** Board members shall have free access to all members of management and employees of the Company. Generally, any meeting or contact that a director wishes to initiate with an employee should be arranged through the Company's CEO. In addition, Board members may consult with independent legal, financial, accounting and other advisors, at the Company's expense, as necessary and appropriate and in accordance with the Board committee charters, to assist in their duties to the Company and its stockholders.

4. ***Executive Sessions.*** To encourage and enhance communication among the independent directors of the Board, the independent directors will have regularly scheduled meetings at which only independent directors are present. These sessions will be held at least twice a year, and generally in conjunction with most regularly scheduled Board meetings. A director designated by the independent directors will preside at the executive sessions.

D. Committees of the Board

The Board has four standing committees: the Audit Committee; the Compensation Committee, the Nominating and Corporate Governance Committee and the Quality and Compliance Committee. Each committee shall have a written charter that describes the responsibilities of the committees and shall report regularly to the Board summarizing the committee's actions and any significant issues considered by the committee. In addition, the Board may determine to form ad hoc committees from time to time, and determine the composition and areas of competence of such committees.

Each committee shall be composed of no fewer than the number of members set forth in the relevant committee charter. In addition, each committee member must satisfy the membership requirements set forth in the relevant committee charter and all applicable legal, regulatory and Nasdaq requirements. A director may serve on more than one committee.

The Nominating and Corporate Governance Committee shall be responsible for identifying Board members qualified to fill vacancies on any committee and recommending that the Board appoint the identified member or members to the applicable committee. The Board, upon recommendation of the Nominating and Corporate Governance Committee and taking into account the view of the Chairman, shall designate one member of each committee as chairman of such committee. If the Board does not designate a chairman of a committee, the members of such committee shall designate a chairman by the majority vote of the full committee membership. Committee chairmen shall be responsible for setting the agendas for their respective committee meetings.

E. Expectations of Directors

The business and affairs of the Company shall be managed by or under the direction of the Board in accordance with state and other applicable laws, rules, regulations and listing standards. In performing their duties, the primary responsibility of the directors is to exercise their business judgment in the best interests of the Company. The Board has developed a number of specific expectations of directors to promote the discharge of this responsibility and the efficient conduct of the Board's business, including, but not limited to, the following items:

1. ***Commitment and Attendance.*** All directors are expected to make every effort to attend all meetings of the Board, meetings of the committees of which they are members and any meeting of stockholders. Directors are encouraged to attend Board meetings, meetings of committees of which they are members and any meeting of stockholders in person but may also attend such meetings by telephone or video conference.

2. ***Participation in Meetings.*** Each director should be sufficiently familiar with the business of the Company, including its financial statements and capital structure, and the risks, regulations and competition it faces, to facilitate active and effective participation in the deliberations of the Board and of each committee on which the director serves. Management will make appropriate personnel available to answer any questions a director may have about any aspect of the Company's business. Directors should also review the materials provided by management and advisors in advance of the meetings of the Board and its committees and be prepared to discuss the issues presented.

3. ***Loyalty and Ethics.*** In their roles as directors, all directors owe a duty of loyalty to the Company and its stockholders. The Company has adopted a Code of Ethics and Business Conduct (as amended, the "***Code***"), and directors are expected to adhere to the Code.

4. ***Other Directorships and Significant Activities.*** Serving on the Board requires significant time and attention. Directors are expected to spend the time needed and meet as often as necessary to discharge their responsibilities properly. It is expected that, without specific approval from the Board, no director will serve on more than five public company boards (including the Company's Board) and no member of the Audit Committee will serve on more than three public company audit committees (including the Company's Audit Committee) unless the Board (a) determines that such simultaneous service would not impair the ability of such member to effectively serve on the Company's Audit Committee and (b) discloses such determination either on or through the Company's website or in its annual proxy statement. In addition, directors who also serve as executive officers or in equivalent positions generally should not serve on more than two public company boards (including the Company's Board). Directors should advise the Chairman and the CEO before accepting membership on other boards of directors or other significant commitments involving affiliation with other businesses, non-profit entities or governmental units. Service on boards of other companies must be consistent with the Company's Related Person Transaction Policy and the Code.

5. ***Contact with Management.*** All directors are invited to contact the CEO at any time to discuss any aspect of the Company's business. Directors also have complete access to other members of management, which, whenever possible, should be coordinated through the CEO. The Board expects that there will be frequent opportunities for directors to meet with the

CEO and other members of management in Board and committee meetings and in other formal or informal settings.

6. ***Confidentiality.*** The proceedings and deliberations of the Board and its committees are confidential.

F. Management Succession Planning

In collaboration with management, the Nominating and Corporate Governance Committee may periodically review a succession plan relating to the CEO and the Compensation Committee may periodically review a succession plan relating to the other executive officers. The succession plan should include, among other things, an assessment of the experience, performance and skills for possible successors.

G. Evaluation of Board Performance

It is expected that the Board will periodically conduct a self-evaluation to determine whether it and its committees are functioning effectively. This self-evaluation should consider the mix of skills and experience that each director brings to the Board to assess whether the Board has the necessary tools to perform its oversight function effectively.

It is also expected that each committee of the Board will periodically review and evaluate its performance, including by reviewing its compliance with its respective charter, and report the results to the Nominating and Corporate Governance Committee to be evaluated and reported to the Board. In addition, each committee of the Board will review and reassess, at least annually, the adequacy of its respective charter and recommend any changes that such committee considers necessary or desirable.

H. Board Compensation

The form and amount of director compensation will be determined by the Board. The Compensation Committee will review the form and amount of director compensation from time to time and recommend any changes to the Board, as it deems appropriate.

I. Communications with Interested Parties

The CEO is responsible for establishing effective communications with all interested parties, including stockholders of the Company. It is the policy of the Company that management speaks for the Company. This policy does not preclude outside directors, including the Lead Director, if any, from communicating with stockholders or other interested parties, but it is expected that, in most circumstances, any such communications will be coordinated with management. In all cases, any communications by directors or employees of the Company are subject to the Company's disclosure policies.

J. Communications with Non-Management Directors

Any director who would like to communicate with, or otherwise make the director's concerns known directly to the chairman of any committee, any then-serving Lead Director or the director designated by the non-management or independent directors as the presiding director, or to the non-management or independent directors as a group, may do so by addressing such communications or concerns to the Company's Chief Legal Officer, 805 N. Whittington Parkway, Louisville, Kentucky 40222, who will forward such communications to the appropriate party.

The Chief Legal Officer or their designee shall initially review and compile all such communications and may summarize such communications prior to forwarding to the appropriate party. The Chief Legal Officer or their designee will not forward communications that are not relevant to the duties and responsibilities of the Board and are more appropriately addressed by management, including solicitations, job inquiries, surveys, advertisements or other inappropriate material.

These guidelines were last amended July 29, 2026.

ANNEX A

DESCRIPTION OF LEAD DIRECTOR RESPONSIBILITIES

When the Chairman of the Board is also the Chief Executive Officer (“CEO”) or is a director who does not otherwise qualify as an “independent director” under the Company’s Governance Guidelines, a “Lead Director” may be elected by plurality vote of the independent directors. The Lead Director should generally serve in such capacity for a minimum of one year. Service as Lead Director, however, generally should not exceed five consecutive years but is subject to the Board’s discretion to set other guidelines in specific instances.

The Lead Director shall help coordinate the efforts of the independent and non-management directors in the interest of ensuring that objective judgment is brought to bear on sensitive issues involving the management of the Company and, in particular, the performance of senior management, and shall have the following authority:

- Preside over all meetings of the Board at which the Chairman is not present, including any executive sessions of the independent directors or the non-management directors;
- Assist in scheduling Board meetings and approve meeting agendas and meeting schedules to ensure that there is sufficient time for discussion of all agenda items;
- Approve information sent to the Board and advise as to the scope, quality, quantity and timeliness of such information;
- Brief the CEO on issues from executive sessions as appropriate;
- Communicate to the CEO, together with the Chairman of the Compensation Committee, the results of the Board’s evaluation of CEO performance;
- Collaborate with the CEO on Board meeting agendas and approve such agendas;
- Collaborate with the CEO in determining the need for special meetings of the Board;
- Provide leadership and serve as temporary Chairman of the Board or CEO in the event of the inability of the Chairman of the Board or CEO to fulfill his/her role due to crisis or other event or circumstance which would make leadership by existing management inappropriate or ineffective, in which case the Lead Director shall have the authority to convene meetings of the full Board or management;
- Be available for consultation and direct communication if requested by major shareholders;
- Act as the liaison between the independent or non-management directors and the Chairman of the Board, as appropriate;

- Call meetings of the independent or non-management directors when necessary and appropriate; and
- Recommend to the Board, in concert with the chairmen of the respective Board committees, the retention of consultants and advisors who directly report to the Board, including such independent legal, financial or other advisors as he or she deems appropriate, without consulting or obtaining the advance authorization of any officer of the Company.

