BARBOUR & COMPANY
REAL ESTATE CONSULTING AND SALES

JULY 2026

Compensation Plan Overview

Barbour & Company is in the business of helping **select agents succeed.** We affiliate deliberately, and we publish our methodology — this document — because it aligns with what we're building: a thoughtfully curated operating environment, executed with professional business acumen and authentic human engagement. We think that is an environment in which **you and your business will thrive**.

Which business are you running?

ASSESSED AT AFFILIATION · RECALIBRATED AT ANNUAL REVIEW

01 Platform Affiliation

Qualified independent — $5M+ trailing-12-month production, established systems.

80 / 20 to **$25,000** cap

THEN $250 / TRANSACTION

02 Team Affiliation

Growing within a team — leads, leadership, accountability, and infrastructure built for your development.

Perpetual % shares

PER APPROVED TEAM AGREEMENT

03 B&Co Direct

Solo, developing — the firm itself organizes around your success.

50 / 50 split

GRADUATED BY VOLUME

"We are not designing a revenue-extraction model."

We believe a firm's incentives run in perpetuity alongside yours — our relationship doesn't cap out, and neither does our reason to invest in you.

OUR STANCE

Every brokerage model on the market — national cap-out platforms, traditional splits, salaried hybrids — is a different answer to the same question: *what is a firm for?*

The cap-out model's answer is to excise the transaction platform from everything else a firm is, and sell that piece at an attractive ceiling. It works as advertised — but the honest comparison is what got excised: supervision depth, local operations and presence, agent development, and the service infrastructure that makes a local sales operation actually work. Lowering the advertised cost of doing business is easy when the price no longer includes most of it.

So the filter we suggest — for us and for anyone else you'd consider — is an incentive question:

> *"What structural incentive does a firm have to continue delivering meaningful value after you've paid your cap?"*

HOW TO READ THIS PLAN

ASKED AT AFFILIATION · AND AT EVERY ANNUAL REVIEW

01 **WHAT KIND OF AGENT ARE YOU TODAY?**

Not aspirationally — actually: production history, systems maturity, operational independence.

02 **WHAT DO YOU WANT OUT OF THE BUSINESS?**

Volume, brand, a team of your own, or a sustainable practice at the pace you choose.

03 **WHAT DO YOU WANT FROM A FIRM RELATIONSHIP?**

A licensed platform at a predictable cost — or a firm structurally invested in growing your business.

Your answers place you on one of the three branches that follow — one page each. Branch placement is calibrated, not permanent: movement runs in both directions, by design.

BRANCH A Platform Affiliation

80 / 20 TO $25,000 CAP · $250 / TXN POST-CAP

Experienced agents who meet the firm's production and competency standards affiliate as independent producers, at an **80 / 20 split until $25,000 in annual company dollar** is reached within the anniversary year. After the cap, the agent retains substantially all remaining commission income, subject to a **$250 per-transaction fee** covering compliance review, file audit, and payment disbursal.

THE CAP ISN'T ARBITRARY

$5M	×	2.5%	=	$125,000	→	20%	=	$25,000
PRODUCTION		REPRESENTATIVE COMMISSION		GCI		FIRM SHARE		THE CAP

"The cap is our 20% carried exactly to the production floor that earns it."

Qualification requires **$5,000,000 in trailing-12-month production**. Platform status is reserved for agents whose history, systems, and compliance record show they can operate without developing-agent supervision intensity: *earned status*, not an entry-level incentive.

Team Platform Affiliation. For genuine head-partner teams — spouses or co-equal partners operating one brand — a single shared cap may be offered, held jointly or allocated between partners, where aggregate production meets the threshold. Extended at the firm's discretion through affiliation review; requires an approved written Team Agreement under the governance framework on page 4.

WHAT THE CAP PURCHASES — A ROBUST BROKERAGE PLATFORM

E&O insurance, our core technology stack, and a curated set of additional resources:

- In-person access to Brandon Barbour (BIC) & Emily Allred (Managing Director) for day-to-day support
- Follow Up Boss CRM — business phone number, B&Co Basecamp stages, Smart Lists & agent sales operating system
- SISU business-management platform, integrated with FUB
- Zillow Pro membership & the firm's $240 Zillow Showcase rate
- Optional RealScout access, billed by database size & account effect
- Shared office facilities — meeting areas, conference rooms, kitchen & workspaces, first-come-first-serve
- SkySlope Suite — transaction management, forms & DigiSign; compliance review, file audit & disbursement
- Baseline CRM & RevOps support from Connor Head — incl. low-stress FUB onboarding & contact setup
- Optional Google Workspace with a professional @barbourandcompany.com email
- E&O insurance — subject, as always, to the broader carrier & insurance environment
- B&Co company calendar — masterminds, Momentum Meetings, educational programming, broker opens & social events
- Preserve & lead with your existing team brand, incorporating B&Co to any reasonable, NCREC-compliant degree

Why the firm invests here. The platform provides the essential curation of people, processes, and tools any agent or team needs at minimum to run their sales business like a business — with wide latitude on how administrative, operations, and marketing functions get done. When you're producing at the level you want, there's a next chapter: team members built not "under you" so much as *around your round table* — agents the firm helps recruit, license, and develop into your brand, from whom you and the firm each receive an ongoing share. Past your cap, the firm's marginal revenue is $250 a transaction against real per-file compliance cost: we are not generating meaningful revenue after you cap — the fee sustains a high-quality compliance review, transaction-management, and disbursal operation.

> *"A relationship that caps out is a customer relationship; a relationship on a split is a partnership."*

Shared Support Engagements. Platform affiliates may re-engage firm operations, administration, or marketing at any time under an individually scoped, split-based arrangement documented in writing. Capping out is a doorway, not a wall — we want to support you in ways that return real ROI and competitive advantage.

BRANCH B

Team Affiliation

PERPETUAL % SHARES · PER APPROVED TEAM AGREEMENT

Agents who have not yet reached the independent-producer threshold — or who want lead flow, coaching, administrative support, and accountability — operate through an approved team. **Firm policy:** Barbour & Company receives a perpetual percentage share of each team member's business, as does team leadership, per the approved Team Agreement; neither share caps while the agent operates within the team model. The split is derived jointly by team leadership and the firm from the actual allocation of value: a team that runs its own lead generation, training, and administration retains more; one that leans on firm infrastructure allocates more to the firm.

Agent

SALES & REPRESENTATION

Client-facing relationships, conversion, negotiation, and the fiduciary work of representation itself.

Team

LEADERSHIP & OPPORTUNITY

Leadership, opportunity flow, training, accountability, and team systems — earned continuously under governance.

Firm

PLATFORM & SUPERVISION

Licensure, supervision, compliance, risk management, infrastructure, technology, facilities, and brand support.

A team may propose **graduated agent compensation** by production, contribution, lead source, or demonstrated independence — documented in the approved written Team Agreement, preserving sustainable economics for agent, team, and brokerage. Recruiting, licensing navigation, and agent development are firm functions that feed team growth.

TEAM FORMATION & GOVERNANCE

BRANCH B TEAMS · BRANCH A SHARED CAPS

The firm does not recognize a team merely because agents work together or share branding — and **a shared Platform cap is not available by self-assembly**. Team economics exist because the team layer delivers real, ongoing value. An approved team must have:

- A written Team Agreement executed with the firm
- Written compensation & lead-attribution rules, knowable in advance
- Clearly identified leadership or partner structure
- Compliance with firm branding, advertising, agency & supervisory policy
- Defined responsibilities for leads, clients, expenses & supervision
- A sustainable operating plan — no unfunded obligations shifted to the brokerage
- A documented agent value proposition — what a joining agent receives
- Ongoing evaluation — team compensation reviewed against value delivered

BRANCH C B&Co Direct

50 / 50 SPLIT · GRADUATED BY VOLUME

The agent who doesn't yet have the production history or experience to qualify for Platform affiliation, and for whom no team placement currently fits — but who wants to be here — affiliates directly with the firm at a **50 / 50 split**. The plain meaning: *the firm itself organizes around your success.* Strategic business planning done with you, not outsourced to a coaching brand. Supervision and compliance intensity matched to your stage — including provisional brokers, who receive the most hands-on guidance the firm provides. Brand development, marketing support, and direct operational guidance are carried by the firm as front-end investment, recovered across the relationship through the split. The alignment is explicit: fifty percent of two transactions is worth far less to the firm than fifty percent of twenty — these economics only work, for both parties, when your production grows.

B&CO DIRECT		TEAM ASSIGNMENT		SPLIT PROGRESSION		PLATFORM QUALIFICATION
50/50 — firm-direct development, supervision, and brand support while production builds.	→	Placement into an approved team when fit and opportunity align — Team Affiliation economics apply.	→	Production-justified split improvement within reason, documented at annual review.	→	$5M trailing-12-month production unlocks Branch A — *the cap, earned.*

Success changes the path — movement runs in both directions, by design.

ANNUAL CALIBRATION

Branch placement is calibrated, not permanent. Platform qualification is measured on **trailing 365-day production** and reviewed at each affiliation anniversary; an agent whose production no longer meets the threshold recalibrates into Team Affiliation or B&Co Direct — not as a penalty, but because every agent should operate in the structure whose economics and support fit their current business. This plan states the firm's standard methodology; individual placements are confirmed at affiliation review, and current affiliations recalibrate at annual review.

ONBOARDING FEE	POST-CAP TRANSACTION FEE	STANDARD CHARGES
$750 one-time	**$250** / transaction	**As established** by the firm
Concierge transition & platform onboarding. Installment option available; teams and complex transitions priced separately.	Branch A only. Compliance audit and payment disbursal per transaction after the annual cap is reached.	Transaction, compliance, insurance, technology, or third-party charges, per the firm fee schedule and Exhibit B.

Let's identify the right path for your business.

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BARBOUR & COMPANY

Binding terms are set forth in the executed Independent Contractor Agreement and Exhibit B. Branch placement is confirmed at affiliation review, and current affiliations recalibrate at annual review. Standard transaction, compliance, insurance, technology, and third-party charges as established by the firm, per the published fee schedule. E&O coverage included in the Platform cap is subject to carrier dynamics.