

John Wood Group PLC (“Wood” or the “Company”) - General Meeting held on 11 December 2025

Responses to questions submitted by shareholders via the Company’s website.

We would like to thank our shareholders for taking the time to submit questions. Questions submitted by shareholders may have been edited for grammar, clarity, or length, but the substance of the question remains unchanged.

Q1: Why is there little evidence of employee shareholder engagement in the governance and oversight of Wood Group?

The Company actively promotes participation through regular town hall meetings and interactive platforms such as Yammer, which are designed to encourage dialogue and involvement. Employee shareholder engagement can also be found on page 45 of the Annual Report and Financial Statements for the year ended 31 December 2024 (the “2024 Annual Report”).

Q2: Does the Board consider the current lack of employee shareholder activism and low AGM participation a risk to the Company’s culture and accountability?

The Board does not consider a lack of shareholder activism a major risk to our culture or accountability. The Board and senior management ensure that there are strong engagement mechanisms in place, such as regular townhalls, transparent reporting, and open communication channels including mechanisms for the submission of GM Q&As electronically, that ensure employees’ voices are heard. We continue to encourage employee participation and will keep monitoring trends and looking for ways to improve employee participation.

Q3: What specific steps will the Board take to empower employee shareholders to participate meaningfully in future AGMs and governance processes?

(See answers to this question in Q2 above)

Q4: Why does the Company not offer hybrid AGMs or provide recordings to improve accessibility?

The general meetings of the Company are held in accordance with the Company’s Articles of Association and the Companies Act 2006. The Company does not restrict shareholders from attending the meeting and also provides electronic means by which they can submit their proxy votes. We also offer means by which shareholders can ask and submit questions both before and during the meeting in person and electronically, with answers which cannot be answered during the meeting answered on the website post-meeting. The Company continues to review ways to improve the form of meetings.

Q5: The 2024 Annual Report shows that most non-executive directors hold a small number of shares in the Company. Does the Board believe this is acceptable, given recent Company performance and the need to align directors' interests with those of shareholders?

The Company cannot comment on the non-executive directors' decisions to buy shares in the Company.

Q6: Considering the significant buyout awards granted to Arvind Balan, reported as over £3 million in the 2024 Annual Report to compensate for forfeited incentives from his previous employer, what due diligence was performed to ensure these awards were appropriate and aligned to shareholders' best interests? Additionally, were clawback or malus provisions applied to these awards, particularly in light of his short tenure?

The Company is fulfilling the contractual requirements of Arvind's employment.

As set out in the Remuneration Report of our 2024 Annual Report, the Remuneration Committee is in the process of reviewing the impact of the Independent Review and the ongoing FCA investigation and any associated actions and will consider further in due course if any malus or clawback should be applied to remuneration paid or awards granted.

Q7: Can the Board confirm whether auditor remuneration is benchmarked against peer companies and that full disclosure of any non-audit services provided by KPMG is included?

There is no auditor benchmarking against peer companies. The Audit, Risk & Ethics Committee reviews and challenges the audit plan and proposed fees as they did when planning the FY24 Audit. However, in the case of FY24, the audit became a time and materials audit fee, rather than an agreed fee audit. This was due to the evolving circumstances of the audit in FY24, the Independent Review, and the extended, substantive audit procedures the auditors ran.

The 2024 non-audit fees paid to KPMG were disclosed within the 2024 Annual Report.

Q8: Will the Board commit to publishing a detailed breakdown of all fees paid to KPMG, both audit and non-audit, in next year's annual report, and allow shareholders to vote separately on the approval of non-audit fees as a matter of best practice?

The Company will disclose all audit and non-audit fees paid to KPMG in the Annual Report and Accounts. This is a mandatory requirement under legislation.

Q9: In light of concerns regarding historical financial management, accounting practices, and governance issues at Wood since around 2018, will the Company seek to recover any share options or bonuses awarded to senior leadership during this period if they were granted under conditions later found to be inaccurate or misleading?

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