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11 May 2023

Dear Shareholder,

### **John Wood Group PLC – Directors’ Remuneration**

Thank you for your support at our 2023 AGM at which all resolutions were passed. Whilst the Board and Remuneration Committee are pleased with the outcome, we noted that Resolution 2, regarding the Remuneration Report, gained support of 76.98% in favour.

As I set out in my letter of 3 May 2023, we believe this outcome was influenced by ISS’s recommendation to vote against this resolution. The key point raised in their report concerned the 2022 annual bonus, questioning whether the payout under the non-financial metrics was congruent with that of the financials. As I wrote previously, the Committee believes that an outcome of 36% of maximum bonus, based on contributions from performance against profit targets, health and safety targets and corporate/individual objectives, is a fair and appropriate outcome given the progress made in 2022 to reset the business and position Wood for growth. Key areas of progress include:

- improved financial health, through reduction of debt and sale of Built Environment Consulting at an attractive multiple (c.\$1.6 billion net cash proceeds)
- a robust strategy – we are well positioned for growth across energy and materials
- strengthened balance sheet, with legacy issues addressed in particular Enterprise settlement
- reduced risks by moving away from fixed-price lump sum turnkey projects
- 20% of Group revenue from sustainable solutions, in addition to the decarbonization activity we are performing for our clients

Looking forward, as noted in the Annual Report, we have made changes to the bonus structure for 2023 to increase the emphasis on financial performance from 60% to 90% weighting. This approach is aligned with the strategic focus for 2023 of delivering profitable growth and is acknowledged positively by ISS.

We believe our track record shows the Committee listens to feedback from investors, considers the impact on other stakeholders and protects the best interests of the Company. However, we do want to understand why some shareholders were not able to support the Annual Report on Remuneration on this occasion and are therefore offering further engagement in accordance with the UK Corporate Governance Code. I would be pleased to meet with you to discuss this or any remuneration matter at your convenience. Please contact the secretary of the Committee, Claire Yule ([Claire.yule@woodplc.com](mailto:Claire.yule@woodplc.com)), with your availability, or alternatively, please send any comments you have via email to Claire.

Yours sincerely

Jacqui Ferguson  
Chair, Remuneration Committee  
John Wood Group PLC