

# CHARTER OF THE COMPENSATION COMMITTEE OF WILLIAMS INDUSTRIAL SERVICES GROUP INC.

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## I. PURPOSE

The purpose of the Compensation Committee (the “**Committee**”) is to carry out the responsibilities delegated by the Board of Directors (the “**Board**”) of Williams Industrial Services Group Inc. (the “**Company**”) relating to the review and determination of executive compensation. The Committee, in discharging its role, is empowered to study or investigate any matter of interest or concern within the purposes of the Committee that the Committee deems appropriate or necessary.

## II. MEMBERSHIP

The Committee shall consist of three or more directors. Each member of the Committee shall be “independent” for purposes of compensation committee membership in accordance with the applicable listing standards of the NYSE American and the rules of the U.S. Securities and Exchange Commission (“**SEC**”).

All members of the Committee must qualify as “non-employee directors” for the purposes of Rule 16b-3 under the Securities Exchange Act of 1934, as amended (the “**Exchange Act**”).

The members of the Committee shall be appointed by the Board based on recommendations from the Nominating and Corporate Governance Committee of the Board. The members of the Committee shall serve for such term or terms as the Board may determine or until earlier resignation or death. The Board may remove any member from the Committee at any time with or without cause.

The Chair of the Committee (the “**Chair**”) shall be appointed from among the Committee members by, and serve at the pleasure of, the Board. Further, the Chair shall, unless otherwise determined by the Committee, preside at meetings of the Committee and have authority to convene meetings, set agendas for meetings, and determine the Committee’s information needs. In the absence of the Chair at a duly convened meeting, the Committee shall select a temporary substitute from among its members to serve as chair of the meeting.

## III. STRUCTURE AND OPERATIONS

The Committee shall meet at least two times a year at such times and places as it deems necessary to fulfill its responsibilities. The Committee is governed by the same rules regarding meetings (including meetings in person or by telephone or other similar communications equipment), action without meetings, notice, waiver of notice, and quorum and voting requirements as are applicable to the Board.

The Committee may invite such members of management to its meetings as it deems appropriate. However, the Committee shall meet regularly without such members present, and in all cases neither the chief executive officer (“CEO”) nor any other officer shall be present at meetings at which their compensation or performance is discussed or determined.

The Committee shall review this Charter at least annually and recommend any proposed changes to the Board for approval.

The Committee shall keep minutes of its proceedings that shall be signed by the person whom the Chair designates to act as secretary of the meeting. The minutes of a meeting shall be approved by the Committee at its next meeting, shall be available for review by the Board, and shall be filed as permanent records with the Secretary of the Company.

#### **IV. DUTIES AND RESPONSIBILITIES**

The following duties, responsibilities and functions are set forth as a guide to fulfilling the Committee’s purposes, with the understanding that the Committee may undertake other and different activities, and that the Committee’s activities may diverge from those described below, as appropriate under the circumstances.

The Committee shall have the following authority and responsibilities:

1. To review and approve annually the corporate goals and objectives applicable to the compensation of the CEO, evaluate at least annually the CEO’s performance in light of those goals and objectives, and determine and approve the CEO’s compensation level based on this evaluation. In determining the long-term incentive component of CEO compensation, the Committee may consider the Company’s performance and relative shareholder return, the value of similar incentive awards given to CEOs at comparable companies and the awards given to the Company’s CEO in past years. In evaluating and determining CEO compensation, the Committee shall consider the results of the most recent stockholder advisory vote on executive compensation (“**Say on Pay Vote**”) required by Section 14A of the Exchange Act.

2. To review and approve the compensation of all other executive officers. In evaluating and determining executive compensation, the Committee shall consider the results of the most recent Say on Pay Vote.

3. To review and approve and, where required, recommend to the Board for approval (subject, if applicable, to approval by the stockholders of the Company), incentive compensation plans and equity-based plans, which includes the ability to adopt, amend and terminate such plans. The Committee shall also have the authority to administer the Company’s incentive compensation plans covering executive officers and equity-based plans covering employees, including designation of the employees to whom the awards are to be granted, the amount of the award or equity to be granted and the terms and conditions applicable to each award or grant, subject to the provisions of each plan. In reviewing and approving or, if required, making recommendations regarding incentive compensation plans and equity-based plans, including whether to adopt, amend or terminate any such plans, the Committee shall consider the results of the most recent Say on Pay Vote.

4. To review and discuss with management the proxy disclosures regarding executive compensation required to be included in the Company's proxy statement and periodic reports with the SEC, each in accordance with applicable rules and regulations of the SEC and other authority, and, if so required, produce the compensation committee report on executive officer compensation to be included in the Company's proxy statement and/or Annual Report on Form 10-K.

5. To review, approve and, when required, recommend to the Board for approval, any employment agreements and any severance arrangements or plans, including any benefits to be provided in connection with a change in control, for the CEO and other executive officers, which includes the ability to adopt, amend and terminate such agreements, arrangements or plans. The Committee shall also have the authority to administer the Company's severance plans in which the CEO or other executive officers participate.

6. To review, approve and, when required, recommend to the Board for approval, all employee benefit plans for the Company, which includes the ability to adopt, amend and terminate such plans. If applicable, the Committee shall also (i) provide oversight of the Benefit Plans Committee, and (ii) have the power to appoint and remove members of the Benefit Plans Committee.

7. To review the Company's compensation programs and policies to determine whether they encourage excessive risk-taking, to review and discuss at least annually the relationship between risk management policies and practices and compensation, and to evaluate compensation policies and practices that could mitigate any such risk.

8. To periodically review the Company's strategies related to human capital management, including talent acquisition, development and retention and diversity and inclusion initiatives.

9. To review and recommend to the Board for approval the frequency with which the Company will conduct Say on Pay Votes, taking into account the results of the most recent stockholder advisory vote on frequency of Say on Pay Votes required by Section 14A of the Exchange Act, and review and recommend the proposals regarding the Say on Pay Vote and the frequency of the Say on Pay Vote to be included in the Company's proxy statement.

10. To review, approve, monitor and, if deemed appropriate, recommend that the Board amend the Company's stock ownership guidelines as applied to the Company's key executives and directors.

11. To, in accordance with the requirements of the Company's Corporate Governance Guidelines, develop and recommend to the Board for approval a CEO succession plan (the "**Succession Plan**"), to review the Succession Plan (at least annually) in executive session with the nonemployee members of the Board and periodically with the CEO, to develop and evaluate potential candidates for CEO and recommend to the Board any changes to, and any candidates for succession, under the Succession Plan.

12. To report regularly to the Board on Committee findings and recommendations and any other matters the Committee deems appropriate or the Board requests, and maintain minutes or other records of Committee meetings and activities.

## **V. OUTSIDE ADVISORS**

The Committee shall have the authority, in its sole discretion, to select, retain and obtain the advice of a compensation consultant as necessary to assist with the execution of its duties and responsibilities as set forth in this Charter. The Committee shall set the compensation and oversee the work of the compensation consultant. The Committee shall have the authority, in its sole discretion, to retain and obtain the advice and assistance of outside counsel and such other advisors, including an executive search firm, as it deems necessary to fulfill its duties and responsibilities under this Charter. The Committee shall set the compensation, and oversee the work, of its outside counsel and other advisors. The Committee shall receive appropriate funding from the Company, as determined by the Committee in its capacity as a committee of the Board, for the payment of compensation to its compensation consultants, outside counsel and any other advisors. However, the Committee shall not be required to implement or act consistently with the advice or recommendations of its compensation consultant, outside counsel or other advisors, and the authority granted in this Charter shall not affect the ability or obligation of the Committee to exercise its own judgment in fulfillment of its duties under this Charter.

In retaining or seeking advice from compensation consultants, outside counsel and other advisors (other than the Company's in-house counsel), the Committee must take into consideration the factors specified in any applicable SEC rules and NYSE American listing standards. The Committee may retain, or receive advice from, any compensation advisor it prefers, including ones that are not independent, after considering the specified factors. The Committee shall evaluate whether any compensation consultant retained or to be retained by it has any conflict of interest in accordance with Item 407(e)(3)(iv) of Regulation S-K.

## **VI. DELEGATION OF AUTHORITY**

The Committee, by resolution approved by a majority of the Committee, may form, and delegate any of its responsibilities, along with the authority to take action in relation to such responsibilities, to one or more subcommittees as the Committee may deem appropriate in its sole discretion, so long as each such subcommittee is solely comprised of one or more members of the Committee and such delegation is not otherwise inconsistent with law and applicable rules and regulations of the SEC and the NYSE American. The Committee also may delegate to the CEO its authority to grant equity awards to employees who are not executive officers, subject to such terms and conditions as the Committee may establish from time-to-time.

## **VII. PERFORMANCE EVALUATION**

The Committee shall conduct an annual evaluation of the performance of its duties under this Charter and shall present the results of the evaluation to the Board. The Committee shall conduct this evaluation in such manner as it deems appropriate.