



WPP plc
Compensation Committee
Terms of Reference

Approved by the WPP plc Board on 4 February 2026.

The Board has established a Committee of the Board known as the Compensation Committee (the “Committee”).

The Committee’s purpose is to:

- **determine and recommend to the Board for approval the Company’s overall remuneration policy and strategy, considering the interests of shareowners and the financial and commercial needs of the Company.**
- **determine the remuneration policy for Executive Directors and set the remuneration for the Chair, Executive Directors, Executive Committee and the Company Secretary.**

Membership and Procedures

1. **Membership** – The Committee shall consist of a Chair and not less than two independent non-executive directors (NEDs). All members shall be appointed by the Board on the recommendation of the Nomination Committee. Appointments to the Committee shall typically be for a period of 3-years but may be extended for further periods so long as the director remains “independent” as defined by US and UK governance authorities. The Chair of the Committee shall not be the Chair of the Board and shall so far as practicable have served for at least 12 months on a Remuneration Committee.
2. **Attendance** – The Committee may require the Company’s Chair, the Company’s Chief Executive Officer, the Company’s Chief People Officer and other senior executives to attend its meetings. No such attendee shall have the right to vote and attendees will not be present in meetings when his or her own remuneration is discussed. At the discretion of the Chair of the Committee, outside professional advisors may be in attendance for certain agenda items.
3. **Quorum** – shall be two members. A member must leave the meeting when his or her own position is discussed but this will not affect the quorum.
4. **Frequency** – The Committee shall meet at least three times a year and otherwise as frequently as is required. Notice of each meeting confirming the date, venue and time, together with an agenda of items and relevant papers to be discussed

shall be forwarded to each member of the Committee sufficiently in advance of the meeting as to allow for review.

5. **Secretary** – The Company Secretary or their nominee shall be the Secretary to the Committee. Minutes will be pre-circulated to the Chair of the Committee by the Secretary to the Committee and will then be included in the next Committee papers.
6. The Committee is authorised to:
 - a) require the provision of any information and access to any management representatives, which require discharging its responsibilities;
 - b) obtain outside legal assistance and any professional advice, at the Company's expense, as it considers necessary; and
 - c) retain (or terminate) consulting firms to assist in the evaluation of executive compensation and the authority to approval any such firm's fees and other retention terms.
 - d) delegate any of its powers to one or more of its members, the Secretary, a subcommittee or any such individuals as it considers appropriate.

Duties

7. To set, review and approve in respect of the Company's Chair, Chief Executive Officer, other Executive Directors, the Executive Committee and the Company Secretary:
 - a) the remuneration policy, to be recommended to the Board and approved by shareholders at least every three years. When determining the policy the Committee will take into account all factors which it deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of the Code and associated guidance.;
 - b) individual remuneration arrangements;
 - c) individual benefits, including pension;
 - d) individual fees and expenses;
 - e) terms and conditions of employment;
 - f) terms of any compensation package in the event of early termination of contract;
 - g) participation in any cash or share based plans operated by the Company;
 - h) remuneration schemes that promote long-term share ownership and support alignment with long term shareowner interest;
 - i) a formal policy for shareholding requirements, including post-employment requirements; and
 - j) the targets and measures for any performance related cash or share based plans operated by the Company for the Chief Executive Officer and other Executive Directors, and to have oversight of the performance measure and target setting for of such plans for the Executive Committee and the Company Secretary.
8. To review remuneration and related policies across the general workforce and the alignment of incentives and rewards with culture, taking this into account when determining the remuneration policy for the Executive Directors and the remuneration for the Executive Committee.
9. To use judgement to determine whether incentives that are due as a result of formulaic outcomes are truly representative of company and individual performance.
10. To use discretion to make adjustments to incentives as appropriate.
11. To oversee the process for recovery and withholding (malus and clawback) and determine the resulting action to be taken.
12. The remuneration and contractual terms of the Non-Executive Directors (NEDs) will be set by the Company's Chair and the Executive Directors.
13. To approve new rules or amendments and the launch of any Company share or cash- based incentive plans and the grant, award, allocation or issue of shares or payments under such plan, subject to final approval by the Board and/or

shareowners where necessary.

14. To establish the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants to advise the Committee.
15. To consult with key shareowners in respect of new or substantial changes to the remuneration policy or existing elements of remuneration.
16. To approve for submission to shareowners all new or substantial changes to the remuneration policy.
17. Oversee the preparation of and recommend to the Board the approval of the annual report of the Committee in compliance with statutory disclosure requirements and all relevant Codes of Best Practice.

Reporting and Disclosure

- a) The Committee shall regularly report to the Board on the matters discussed and the minutes of all meetings shall be received by the Board.
- b) The Committee's duties and activities during the year shall be disclosed in the annual report and the frequency and attendance record (by members) shall be reported.
- c) The Chair of the Committee shall attend the Annual General Meeting and be prepared to respond to any shareowner questions on the Committee's activities or the Remuneration Report.

Review of performance

The Committee shall periodically review its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.