

TIC SOLUTIONS, INC.
COMPENSATION COMMITTEE CHARTER

Adopted on March 10, 2026

1. Purpose

The purposes of the Compensation Committee of the Board of Directors of TIC Solutions, Inc. are to (a) assist the Board of Directors in fulfilling its overall responsibilities with respect to (i) the evaluation and compensation of the Company's Chief Executive Officer ("CEO") and the Company's other executive officers; (ii) design and implementation of the Company's executive compensation program and (iii) establishment and governance of equity compensation and retirement plans provided to employees of the Company; and (b) review and discuss the Compensation Discussion and Analysis section of the Company's annual Proxy Statement and recommend its inclusion therein

2. Composition

The Committee shall consist of a minimum of three directors. All members of the Committee will satisfy the applicable standards for independence of the New York Stock Exchange and any other applicable regulatory requirements, as such requirements are interpreted by the Board of Directors in its business judgment.

The members and the Chair of the Committee shall be appointed based on recommendations made by the Company's Corporate Governance and Nominating Committee. Committee members shall serve at the pleasure of the Board of Directors and for such term or terms as the Board of Directors may determine.

3. Responsibilities

The Committee is responsible for overseeing the planning, design and implementation of the Company's overall compensation and benefits strategies, including with respect to salaries, retirement plans, equity and incentive compensation plans and director compensation, in each case taking into account the Company's compensation philosophies and objectives, appropriate industry benchmarks and the compensation policies followed by similarly-situated companies.

In furtherance of its purpose, the Committee shall have the following authority and responsibilities:

Responsibilities Related to CEO and Executive Officer Evaluation & Compensation

- Review and approve corporate goals and objectives with respect to compensation for the CEO, evaluate the CEO's performance in light of those goals and objectives, and, recommend to the Board the CEO's compensation based on this evaluation. In determining the long-term incentive component of the CEO's compensation, the Committee should consider the Company's performance and relative stockholder return, the value of similar incentive awards to chief executive officers at comparable companies and the awards given to the Company's CEO in past years.
- Review and approve corporate goals and objectives with respect to compensation of non-CEO executive officers and the Company's other Section 16 "officers" ("Designated Executives"). Review, discuss and approve salary and other compensation actions for each of the Designated Executives and other positions as designated by the Committee from time to time.

Responsibilities Related to Equity and Incentive Plans

- Review and approve the Company's equity-based compensation plans, stock purchase plans, and 401-K retirement or profit-sharing plans. The Committee will have, and will exercise, all the authority of the Board with respect to the administration and amendment of such plans.
- Review and approve equity awards under the equity-based compensation plans adopted by the Board of Directors that contemplate administration by the Committee; *provided that*, by resolution approved by a majority of the Committee, the Committee may delegate to management the authority to approve specific awards or an award pool to employees other than the CEO and Designated Executives to the extent permitted under applicable law.

Responsibilities Related to Director Compensation

- Review on a periodic basis and approve, the form and amount of director compensation. Company employees serving as directors do not receive additional compensation for their services as directors. In determining compensation, the Committee will take into consideration the responsibilities of the directors and fees being paid by other companies comparable to the Company. To encourage ownership of Company stock by directors, a portion of director compensation may be payable in Company stock or options (or other Company equity awards).

Responsibilities Related to Compensation Plans and Policies

- Review and approve, or recommend to the Board for its approval, the Company's executive officer compensation-related plans and policies, including without limitation any recoupment or compensation clawback policies, severance plans or policies, perquisite policies, deferred compensation plans, and stock ownership guidelines for executive officers.

Annual Compensation Committee Report

- Review and approve the annual Compensation Committee Report for inclusion in the Company's proxy statement, or if the Company does not file a proxy statement, in the Company's Annual Report on Form 10-K in compliance with the rules and regulations promulgated by the Securities and Exchange Commission.

4. Meetings and Quorum

The Committee shall meet as frequently as necessary to fulfill its responsibilities under this Charter. The Committee Chair will, in consultation with the other members of the Committee and appropriate officers of the Company, establish the agenda for each Committee meeting. Any Committee member may submit items to be included on the agenda. Committee members also may raise at any meeting subjects that are not on the agenda. The Committee Chair or a majority of the Committee members may call a meeting of the Committee at any time, and a majority of the members of the Committee will constitute a quorum. The Committee will conduct its business as provided in the bylaws of the Company.

Unless otherwise required by law or as provided by the organizational documents of the Company: (i) any action required or permitted to be taken at any meeting of the Committee may be taken without a meeting if all of the members of the Committee consent thereto (a) in writing or (b) by electronic transmission and such writings or transmissions are filed with the minutes of the Committee; and (ii) members of the Committee may participate in a meeting by means of a conference telephone or other communications equipment by means of which all persons participating in the meeting can hear each other, and such participation will constitute presence at such a meeting.

5. Resources, Authority and Evaluation

Subject to applicable law and listing requirements, the Committee shall have the authority to delegate any of its responsibilities to subcommittees, an individual Committee member or one or more executive officers as the Committee may deem appropriate in its sole discretion (including the authority to grant equity awards as permitted under applicable law).

The Committee shall have authority to retain (or obtain advice from), at the Company's expense, independent counsel, compensation consultants and other advisors as the Committee may deem appropriate in its sole discretion to advise it with regard to any of its functions, duties, responsibilities and processes. The Committee will be directly responsible for the appointment, compensation and oversight of the work of any consultant, counsel or advisor retained by the Committee, will have sole authority to approve related fees and retention terms, and will be provided with appropriate funding, as determined by the Committee, for payment of reasonable compensation to such counsel, consultant or advisor. In retaining consultants, counsel or advisors, the Committee will take into consideration all factors relevant to the independence of such consultants, counsel or advisors including the following: (i) the provision of other services to the Company by the person that employs the consultant, counsel or advisor; (ii) the amount of fees received from the Company by the person that employs the consultant, counsel or advisor, as a percentage of the total revenue of the person that employs the consultant, counsel or advisor; (iii) the policies and procedures of the person that employs the consultant, counsel or advisor that are designed to prevent conflicts of interest; (iv) any business or personal relationship of the consultant, counsel or advisor with a member of the Committee; (v) any securities of the Company owned by the consultant, counsel or advisor; and (vi) any business or personal relationship of the consultant, counsel or advisor (or the person employing such consultant, counsel or advisor) with an executive officer of the Company.

The Committee shall regularly report its actions and any recommendations to the Board.

The Committee shall periodically review and assess the adequacy of this Charter and recommend any proposed changes to the Board. The Committee shall conduct an annual performance evaluation of the Committee.