



# SUSTAINABILITY REPORT

2025

Issued May 2026





# EMPOWERING SUSTAINABLE GROWTH

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## CEO LETTER

We've continued to make great strides since our last sustainability report. While reaching new milestones such as expanding our capabilities and geographic reach, we remained focused on helping clients address growing demands for energy efficiency, grid modernization, and infrastructure resilience in an increasingly complex energy and regulatory landscape.

As a technical services company, the greenhouse gas emissions generated by our operations are relatively small, and we're continuing to look into ways to further reduce this amount. We're proud that the solutions we deliver drive meaningful environmental and economic outcomes for our customers, resulting in a reduction of more than 150 times greenhouse gas emissions than the amount we produced.

Our people make this work possible. We foster a workplace grounded in respect and collaboration. By investing in training, new capabilities, and employee-led ideas, we've allowed team members to do their best work, identify professional opportunities, and give back to our communities through volunteerism and other contributions.

Since issuing our last sustainability report, we've made solid progress across our Environmental, Social, and Governance (ESG) priorities. Highlights include:

- ▶ Publishing our Climate-related Financial Disclosure Report and a fully revised Supplier and Subcontractor Code of Conduct.
- ▶ Expanding ISO 14001 certification of our Environmental Management System to include our Geotechnical Laboratory in Anaheim, California.
- ▶ Conducting our fifth annual Employee Engagement Survey and using feedback to inform improvements to the workplace experience.
- ▶ Supporting community efforts nationwide through our employee-led volunteer competition and company-matched 501(c)(3) donations to celebrate the holiday season.

- ▶ Enhancing our safety culture and performance through new comprehensive safety training programs, the dissemination of best practices, and expanded audits.
- ▶ Being recognized by U.S. News & World Report as one of the 2025-2026 Best Companies to Work For in Engineering and Construction, based on factors such as work-life balance, quality of pay and benefits, and a culture of belonging.

As we look to the future, we will continue to build momentum for existing sustainability initiatives while introducing new goals:

- ▶ Continue expanding our capabilities and geographic reach to serve our customers.
- ▶ Further integrate sustainability and energy efficiency into our operations and decision-making processes.
- ▶ Work to further reduce our organization's Scope 1, Scope 2, and Scope 3 emissions.
- ▶ Continue enhancing the quality, consistency, and transparency of our ESG data tracking and reporting.
- ▶ Invest in our workforce to ensure we have the expertise required to meet future demand.
- ▶ Advance communities, businesses, and industries toward a low-carbon future by delivering innovative, sustainable energy solutions.

By embedding sustainability in our strategy and day-to-day decisions, we are well-positioned to serve our clients, support our people and communities, and lead the transformation to more resilient civil and energy infrastructure.

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### Mike Bieber

President & Chief Executive Officer



# COMPANY PROFILE



# COMPANY PROFILE

## ▶ OUR VISION: WILLDAN TRANSITIONS COMMUNITIES TO CLEAN ENERGY AND A SUSTAINABLE FUTURE

### ABOUT WILLDAN

Willdan is a national leader in energy and infrastructure solutions. We design and deliver transformative solutions across cities, facilities, transportation, and power systems, helping customers overcome some of their most complex energy and infrastructure challenges.

### OUR GUIDING PRINCIPLES

- ▶ Problem solvers committed to global stewardship
- ▶ Built for change
- ▶ Proud of our reputation for high-quality work and customer success
- ▶ Lead with our people
- ▶ Stronger together

### OUR MARKETS

- ▶ Municipalities & States
- ▶ Energy & Utilities
- ▶ Commercial
- ▶ Industrial
- ▶ Education

### OUR SERVICES

- ▶ Planning, Policy, & Public Finance
- ▶ Analytics & Software
- ▶ Engineering
- ▶ Program & Project Management

**1,800+**

EMPLOYEES

**55+**

OFFICES  
NATIONWIDE

**26,000+**

MUNICIPAL  
CONTRACTS

**120+**

UTILITY  
PROGRAMS

**440,000+**

CUSTOMERS  
SERVED

**360,000+**

PROJECTS  
DELIVERED

**\$682M**

ANNUAL  
REVENUE  
(2025)



Savings of 9,600 GWh, 128M therms, and 13M metric tons of greenhouse gas (GHG) emissions avoided



Ratio of GHG emissions avoided to those generated ~156:1



Ratio of energy savings to energy consumption ~186:1

Since our 2024 Sustainability Report, we helped our customers achieve 407 GWh in electricity savings, 11.7M therms in natural gas savings, and 477,380 mtCO<sub>2</sub>e in avoided GHG emissions, which is equivalent to:



**111,350**

Gasoline-powered passenger vehicles driven for one year



**64,110**

Homes' energy use for one year



**7.9M**

Tree seedlings grown for 10 years



# ESG HIGHLIGHTS

# ENVIRONMENTAL, SOCIAL, AND GOVERNANCE HIGHLIGHTS

This matrix highlights select Environmental, Social, and Governance (ESG) accomplishments and initiatives reflecting our continued progress.

## ENVIRONMENTAL

Updated and published companywide Supplier and Subcontractor Code of Conduct

Published Climate-related Financial Disclosures Report aligned with Task Force on Climate-related Financial Disclosures framework

Achieved ISO 14001 Certification for the Willdan Engineering Geotechnical Laboratory

## SOCIAL

Expanded internal training/development programs and improved granularity and breadth of tracking and reporting

Celebrated the 1,921st graduate of the Willdan Clean Energy Academy, which trains and develops energy professionals

Strengthened Willdan's Environment, Health, and Safety System to enhance safety culture and performance

## GOVERNANCE

Updated double materiality assessment to align ESG priorities with strategy and risk management

Strengthened Board oversight and governance structure

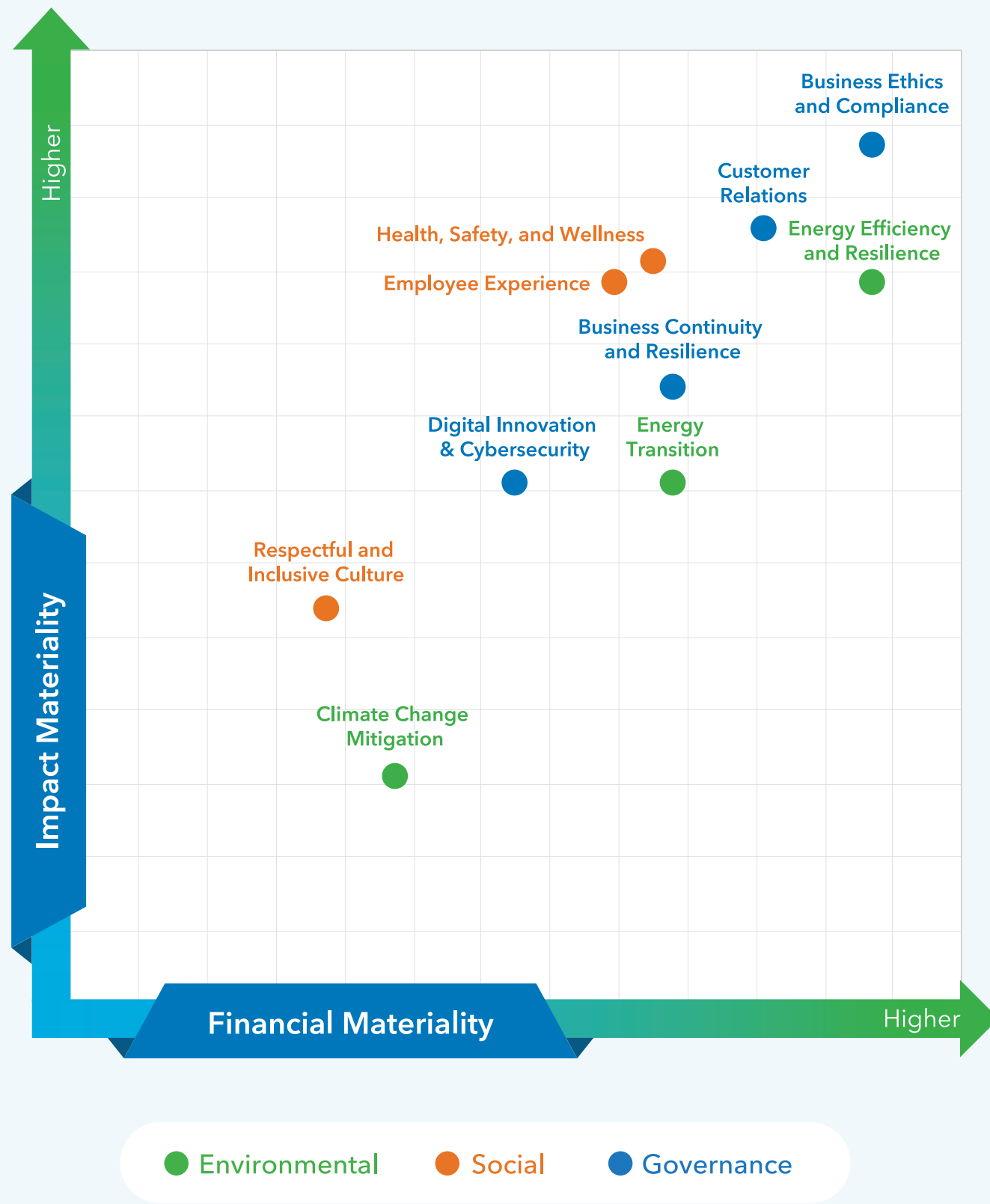
Enhanced ethics and compliance infrastructure with Audit Committee engagement



# MATERIALITY ASSESSMENT



# Materiality Matrix



## OUR MATERIALITY ASSESSMENT

We periodically conduct a materiality assessment to align our reporting with what matters most to our stakeholders. In 2025, we updated our 2024 **double materiality assessment**, which evaluated both financial and impact materiality. The updated assessment is aligned with the latest industry practices, global standards, and guidance (e.g., the Global Reporting Initiative, International Sustainability Standards Board, and Corporate Sustainability Reporting Directive). The definitions of financial and impact materiality used in our assessment are as follows:

- ▶ **Financial Materiality:** ESG topics identified as important (material) from a financial perspective that trigger or may trigger material financial effects on Willdan over the short, medium, and/or long term.
- ▶ **Impact Materiality:** Topics identified as material from an impact perspective, which is how Willdan's operations result in or may result in an impact on ESG issues and contribute toward global sustainable development over the short, medium, and/or long term.

We closely reviewed our prior work in sustainability and materiality, risk factors provided in our annual reports, the United Nations (UN) Sustainable Development Goals, UN Global Compact (UNGC) principles, industry peer benchmarks, best practices research, and insights from subject matter experts. As a result, we identified a broad range of material topics that represent the interconnection between financial and impact materiality. Our assessment process involved continually engaging with a wide range of internal and external stakeholders, including employees, investors, customers, regulators, and community members. We gathered insights and perspectives in the areas of impact, influence, and responsibility that matter most to our stakeholders within Willdan, our shareholders, our customers, and society.

The results of our double materiality assessment are presented as a materiality matrix. The materiality matrix helps us prioritize and address the most significant sustainability themes for Willdan. Our CEO and CFO further assessed and validated the sustainability topics, the accuracy of their representation of Willdan, and their relative positions in the matrix.

The topics we identified, assessed, and validated serve as the foundation to shape our business strategy (e.g., capital allocation and growth priorities), guide our ESG reporting, and maintain operational transparency and accountability. Each topic is explored throughout this report.

This assessment has also informed our selection of key metrics used to set specific goals, provide transparency to shareholders, and track our progress. We plan to continue reviewing our materiality topics annually and update our materiality assessment to remain relevant and effective.

### Top 5 Material Priorities

- ▶ Business Ethics and Compliance
- ▶ Customer Relations
- ▶ Energy Efficiency and Resilience
- ▶ Health, Safety, and Wellness
- ▶ Employee Experience



# ALIGNING WITH GLOBAL STANDARDS

# ALIGNING WITH GLOBAL STANDARDS

## ALIGNING WITH UNITED NATIONS GLOBAL COMPACT PRINCIPLES AND SUSTAINABLE DEVELOPMENT GOALS

Willdan's sustainability aspirations align with (1) **the UN Sustainable Development Goals**, a global framework established in 2015 to drive collective action on the world's most pressing challenges, and (2) **the UNGC Principles**. Collectively, they provide a framework for governments, businesses, and individuals to collaborate to address pressing world issues, including climate change.

At Willdan, we integrate the UN Sustainable Development Goals and the UNGC principles into our operations and initiatives, with a strong focus on advancing cleaner energy, enhancing energy efficiency and resilience, and contributing to the mitigation of climate change. We uphold this commitment by submitting an **annual Communication on Progress to the UNGC**, ensuring transparency and accountability in our efforts.

Willdan's [Code of Ethical Conduct](#) and other key policies, including our [Human Rights Policy](#), [Supplier and Subcontractor Code of Conduct](#), and [Environmental Policy](#), guide our business practices and outline our intentions to preserve our planet and advance society. The chart below shows how our material topics align with the UN Sustainable Development Goals and the UNGC principles.

Willdan Material Topic	Health, Safety, and Wellness	Employee Experience	Respectful and Inclusive Culture - Internal (Willdan) and External (Value Chain)	Business Ethics and Compliance	Business Continuity and Resilience	Customer Relations
<ul style="list-style-type: none"> <li>Energy Efficiency and Resilience</li> <li>Energy Transition</li> <li>Climate Change Mitigation</li> </ul>	<ul style="list-style-type: none"> <li>Health, Safety, and Wellness</li> </ul>	<ul style="list-style-type: none"> <li>Employee Experience</li> </ul>	<ul style="list-style-type: none"> <li>Respectful and Inclusive Culture - Internal (Willdan) and External (Value Chain)</li> </ul>	<ul style="list-style-type: none"> <li>Business Ethics and Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity and Resilience</li> <li>Digital Innovation and Cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>Customer Relations</li> </ul>
<p><b>Principle 7.</b> Support a precautionary approach to environmental challenges.</p> <p><b>Principle 8.</b> Undertake initiatives to promote greater environmental responsibility.</p> <p><b>Principle 9.</b> Encourage the development and diffusion of environmentally friendly technologies.</p>	<p><b>Principle 1.</b> Support and respect the protection of internationally proclaimed human rights.</p> <p><b>Principle 2.</b> Make sure that the Business is not complicit in human rights abuses.</p>	<p><b>Principle 3.</b> Uphold the freedom of association and the effective recognition of the right to collective bargaining.</p> <p><b>Principle 4.</b> Eliminate all forms of forced and compulsory labor.</p> <p><b>Principle 5.</b> Effective abolition of child labor.</p>	<p><b>Principle 6.</b> Eliminate discrimination in respect of employment and occupation.</p>	<p><b>Principle 10.</b> Work against corruption in all its forms, including extortion and bribery.</p>	<p>No relevant UNGC principle</p>	<p>No relevant UNGC principle</p>
<ul style="list-style-type: none"> <li><b>7</b> Affordable and Clean Energy</li> <li><b>11</b> Sustainable Cities and Communities</li> <li><b>12</b> Responsible Consumption and Production</li> <li><b>13</b> Climate Action</li> </ul>	<ul style="list-style-type: none"> <li><b>3</b> Good Health and Well-Being</li> </ul>	<ul style="list-style-type: none"> <li><b>4</b> Quality Education</li> <li><b>8</b> Decent Work and Economic Growth</li> </ul>	<ul style="list-style-type: none"> <li><b>5</b> Gender Equality</li> <li><b>10</b> Reduced Inequalities</li> <li><b>17</b> Partnership for the Goals</li> </ul>	<ul style="list-style-type: none"> <li><b>16</b> Peace, Justice and Strong Institutions</li> </ul>	<ul style="list-style-type: none"> <li><b>9</b> Industry, Innovation and Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li><b>17</b> Partnership for the Goals</li> </ul>

# SUSTAINABILITY PRIORITIES



# OUR SUSTAINABILITY PRIORITIES

As an organization that delivers practical, scalable solutions that help our customers meet evolving energy demands, our priorities directly align with our vision, mission, values, and the input from our double materiality assessment. Our priorities are implemented through policies, procedures, and programs. We track them through specific metrics and/or internationally recognized certifications (e.g., International Organization for Standardization [ISO] 14001 and ISO/International Electrotechnical Commission [IEC] 27001). We are committed to:

## ENVIRONMENTAL

- ▶ Reducing reliance on fossil fuels by enhancing **energy efficiency** across our operations and increasing our use of renewable energy sources. We continuously seek innovative ways to reduce energy consumption, lower emissions, and improve the grid resilience of our energy infrastructure.
- ▶ Advancing the **energy transition** by helping communities, businesses, and industries reduce carbon emissions and adopt sustainable energy solutions. Through our expertise in decarbonization, electrification, and renewable energy integration, we help our customers shift to a low-carbon future.
- ▶ Playing a meaningful role in supporting **climate change mitigation**. We are committed to helping global efforts to achieve the goal of net-zero emissions by 2050 and limiting global warming to 1.5°C by 2050, and establishing greenhouse gas (GHG) emission reduction targets in line with the emission reductions required to limit the global temperature increase to well below 2°C above pre-industrial levels. We will continue to conduct our business operations sustainably and sustain our progress toward reducing Scope 1, Scope 2, and Scope 3 emissions.

## SOCIAL

- ▶ Prioritizing the **health, safety, and wellness** of our employees and their families. Our commitment extends to promoting mental, physical, and financial well-being through comprehensive programs and resources. Safety is fundamental to our operations; we believe that all accidents are preventable, both in the workplace and beyond. Through proactive measures, training, and a shared responsibility for safety, we strive to maintain a healthy, safe environment for all.
- ▶ Nurturing a superior **employee experience** that includes both personal and professional growth. We strive to attract top talent and empower every team member with opportunities for development, enabling them to reach their full potential. Our workplace is designed to be both challenging and optimistic, cultivating a culture of continuous learning, innovation, and support.
- ▶ Fostering a **respectful and inclusive culture** where every Willdan employee feels respected, included, valued, and empowered to contribute their unique perspectives and innovative ideas. We promote this culture with contractors in our value chain and with external partners, such as suppliers, vendors, nonprofit organizations, and the communities in which we live and work.

## GOVERNANCE

- ▶ Operating with integrity and uncompromising **business ethics and compliance**. We adhere to legal standards/regulations and uphold moral principles in all aspects of our operations, including compliance with internal policies and responsible stakeholder engagement.
- ▶ Implementing **business continuity and resilience** procedures that keep Willdan running during a crisis and allow us to adapt after a disruption.
- ▶ Continually improving our **customer relations** management strategy, which involves understanding customers, proactively addressing their needs, and providing value-added, high-quality products and services.
- ▶ Using **digital innovation** (e.g., artificial intelligence [AI]) and advancements in **cybersecurity** to enhance the security of digital systems and data. We enable novel solutions while mitigating cyber threats through proactive detection and response mechanisms.

As we implement these commitments, we will continue to monitor progress (e.g., GHG emissions reduction, employee health and safety, and cybersecurity), report transparently, and evolve in response to stakeholder feedback.



# I ENVIRONMENTAL





## ENVIRONMENTAL

As a leading energy solutions provider and sustainability consultant, energy efficiency, climate change mitigation, and energy transition strategy are core to our identity. Willdan's solutions reduce our customers' carbon intensity, build resilient systems, and facilitate a transition to a decarbonized future. Willdan produces few greenhouse gas emissions ourselves, while empowering our customers to avoid massive amounts (more than 150 times the number of emissions we produce). Since our 2024 Sustainability Report (published May 2025), we have accomplished multiple environmental milestones:

- ▶ Published our [Climate-related Financial Disclosures Report](#), aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework.
- ▶ Issued a fully revised [Supplier and Subcontractor Code of Conduct](#), incorporating guidance from domestic and international best practices, widely used environmental and occupational health and safety management frameworks, procedures to comply with supplier risk assessments, and corporate sustainability standards common to professional services firms.
- ▶ Achieved **ISO 14001 Certification in March 2026** for our Environmental Management System in our Geotechnical Laboratory in Anaheim, CA. This certification, combined with our headquarters certification last year, brings our total percentage of Willdan employees at ISO 14001-certified locations to more than 12%.

We intend to implement the principles and practices of our [Environmental Policy](#) and [Supplier and Subcontractor Code of Conduct](#) across our company and value chain, as applicable and appropriate.

As a professional services firm with no manufacturing or product distribution activities, our energy consumption is limited compared to our scale of operations. A majority of our operations are conducted from leased office spaces that do not receive unit-based utility bills. We therefore have little control over the source or measurement of energy used and reduced in operations from these offices that would establish an Energy Management System covered by the ISO 50001 standard.

Willdan does not operate in, or adjacent to, protected areas or regions of recognized ecological importance. We are committed to avoiding activities in areas designated under International Union for Conservation

of Nature (IUCN) Categories I-IV, United Nations Educational, Scientific and Cultural Organization (UNESCO) Natural World Heritage Sites, UNESCO Man and the Biosphere Reserves, Key Biodiversity Areas, and Ramsar-listed wetlands. We currently have no projects located in or significantly affecting these protected areas. This commitment reflects our broader approach to environmental responsibility and biodiversity preservation. We will continue to monitor our project siting and operational practices to align with this commitment.

Willdan's core business activities – centered on consulting, engineering, and program implementation – are office-based and service-oriented, with no direct interaction with land use, natural habitats, or ecosystems. As such, our **direct negative impact on biodiversity** across our operations is extremely limited if any.

While we do not currently engage in biodiversity-specific risk assessments or establish biodiversity-related targets, we continue to monitor evolving best practices in this area and remain committed to minimizing our environmental footprint. We have proactively worked with Columbia University in the City of New York to establish an independent group of research and practitioner faculty with expertise in biodiversity to advise, guide, and support Willdan teams on relevant programs and projects.

We intend to seek the group's advice on projects that may have potential interactions with biodiversity and develop a biodiversity risk management plan. The plan will identify, assess, and mitigate negative impacts on ecosystems throughout the project lifecycle, ensuring compliance with regulations, reducing legal/reputational risks, and achieving no net loss or net gain of biodiversity with 100% coverage of the company activities.

To align with the Taskforce on Nature-related Financial Disclosures (TNFD) framework, we intend to use the Locate, Evaluate, Assess, and Prepare (LEAP) methodology and tools such as the World Wide Fund for Nature (WWF) Biodiversity Risk Filter to screen projects and geographies for biodiversity risk and Exploring Natural Capital Opportunities, Risks, and Exposures (ENCORE) to assess biodiversity and nature-related impacts. Should our operations expand in ways that may intersect with biodiversity-sensitive areas, we are prepared to consult with appropriate experts, conduct necessary impact assessments, and implement mitigation measures in accordance with regulatory and industry standards.



## UNDERSTANDING OUR IMPACT

Consulting and engineering firms typically exhibit low Scope 1 and Scope 2 emissions because they lack owned assets or manufacturing operations. Although we do not own buildings or operate fixed-combustion equipment, we take responsibility for the environmental impacts associated with our operations. Our emissions reporting reflects a light operational footprint. A majority of our emissions stem from Scope 3 emissions, including business travel (e.g., airplane, hotel, auto rental, mileage, and rideshare), purchased goods and professional services, and digital infrastructure to support delivery of our services to customers. We follow the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol Corporate Standard) and are committed to continually improving our measurement accuracy and emissions reduction strategies.

Our products and services have a positive impact on our customer operations across several sectors, including multifamily, industrial, and commercial sectors, data centers, campuses, and hospitals. We make this impact by improving energy efficiency and electric grid resilience, transitioning to cleaner energy, reducing GHG emissions, improving building sustainability, and enhancing indoor air quality.

## ENVIRONMENTAL POLICY

Willdan's [Environmental Policy](#) emphasizes our commitment to:

- ▶ Meet our legal and voluntary environmental compliance obligations.
- ▶ Implement best practices in addressing environmental concerns, climate change mitigation, waste management, resource conservation, purchasing, transportation, and environmental risk management.
- ▶ Continually improve our Environmental Management Systems.

This policy identifies our general intentions, goals, and strategies to minimize the environmental impact of our operations at offices and worksites, except where superseded by customers' policies for locations that they control.

With this policy, our general intentions are to:

- ▶ Establish a corporate-level GHG emissions inventory and disclose our progress on our sustainable commitments (including our Scope 1, Scope 2, and Scope 3 emissions) annually.
- ▶ Minimize our carbon footprint to mitigate or decelerate climate change and contribute to achieving time-bound GHG reduction targets aligned with 1.5°C and 2°C pathways published by the Intergovernmental Panel on Climate Change (IPCC).

- ▶ Integrate environmental concerns and impacts into our decision-making activities.
- ▶ Minimize waste generation and then reuse or recycle as much as possible.
- ▶ Minimize energy and water use year over year in our offices and work activities.
- ▶ Reduce carbon emissions from transportation associated with work activities.
- ▶ Manage environmental risk proactively to comply with applicable standards and with the established regulations.
- ▶ Promote environmental management policy awareness among our employees and encourage them to act in an environmentally responsible manner.
- ▶ Communicate our environmental commitment to the value chain - including customers, suppliers, direct subcontractors, shareholders, and the public - and encourage them to support this policy.

This policy is communicated to all employees and organizations working for or on behalf of our company. Our employees and value chain entities are expected to cooperate and assist in policy implementation, where reasonable, while ensuring that their own work is conducted without risk to themselves, others, or the environment. Willdan's senior management reviews this policy annually to assess its effectiveness and, if necessary, amends and reissues it.

## ENERGY EFFICIENCY AND RESILIENCE LEADERSHIP

Willdan is a recognized leader in the field of energy efficiency and resilience. We are committed to reducing reliance on fossil fuels by enhancing energy efficiency and increasing the use of renewable energy sources for our customers. We continuously seek innovative ways to reduce energy consumption, lower emissions, and improve power grid resilience. As implementers of more than 120 energy efficiency programs, we continue to have a long-lasting, positive environmental impact across sectors, including utilities, campuses, buildings (multifamily, industrial, and commercial), and public organizations. These programs demonstrate our versatility and expertise in energy management and overall environmental sustainability.

Willdan's past expertise has included:

- ▶ Providing a wide range of services that encompass every stage of an energy efficiency project, from initial analysis and design to construction management and inspection.



- ▶ Helping our customers save on energy costs and contribute to improved grid resilience and reductions in GHG emissions.
- ▶ Successfully executing 360,000 energy-saving projects, leading to approximately 9,600 GWh in electricity savings and 128M therms in natural gas savings.
- ▶ Securing over \$1.5 billion in utility incentives and rebates, benefiting electricity end-users by reducing the overall cost of energy efficiency initiatives.
- ▶ Transforming 10,000+ buildings to be more sustainable by implementing energy efficiency, electrification, and renewable technologies/measures that improve resiliency and advance the clean energy transition.
- ▶ Developing and advancing software (e.g., LoadSEER, B3 Benchmarking, NEO, The Coop, and Express Energy Design Assistance) to plan and optimize grid resources, pinpoint energy-saving opportunities, and help customers achieve their sustainability goals in an efficient and cost-effective manner.

Willdan does not own or operate data centers to deliver these services. Instead, we use software-as-a-service, public cloud infrastructure, and colocation facilities from industry-leading providers to support our companywide applications, computations, storage, and data management. While we do not control the energy sources or efficiency measures used by these providers, our acquisition and procurement strategy prioritizes providers with established sustainability programs and strong environmental performance (e.g., higher energy efficiency, lower power usage effectiveness, and the use of renewable or cleaner energy sources).

## ENERGY TRANSITION

Willdan recognizes that our customers must take a flexible, integrated approach to meet rapidly increasing energy demand through a combination of renewable and conventional energy sources. We support this shift by **helping customers navigate the growing complexity of a lower-carbon energy system**, reducing emissions while maintaining reliability and affordability. Through our expertise in decarbonization, electrification, and renewable energy integration, we deliver solutions that are practical, scalable, and aligned with our customers' operational needs. We have designed and implemented hundreds of energy transition and decarbonization projects (e.g., energy efficiency, plant optimization, solar and battery energy storage systems, electric heat pump water heaters, far-infrared heating) for customers in various sectors. In 2025, our electrification projects in the US reduced natural gas use by 27M therms.



On behalf of states, cities, utilities, non-profit organizations, and other institutions, we have conducted studies that inform policies, resource procurement, and infrastructure planning in support of a cleaner energy transition. Recent examples include an evaluation of the resource adequacy needs of Illinois and the broader regional markets serving the state, modeling and analysis to support the development of New York's State Energy Plan, an electrification impact study for PG&E, an independent study for Amazon evaluating rate design to manage large electric load growth, and a study evaluating load management strategies for a net-zero grid in Massachusetts.

The Willdan Clean Energy Academy (WCEA) is a training program created in 2020 that stemmed from a partnership with a major electric and gas utility (Con Edison) and a team of small, local minority-owned businesses. WCEA's high-impact mission is to impart free-of-cost knowledge and experience to build a workforce ready to lead the energy transition. Some of the WCEA's accomplishments include:

- ▶ Development and delivery of a training program that covers a variety of technical topics (e.g., Green Professional, building decarbonization, coding for clean energy, gas efficiency and weatherization, HVAC systems, lighting systems, energy benchmarking and billing analysis, and transportation electrification).
- ▶ More than 1,900 participants graduated.
- ▶ About 50% job placement rate for job-seeking graduates.

## CLIMATE CHANGE MITIGATION

We are committed to minimizing our carbon footprint through practical goals and adaptations that reduce our Scope 1, Scope 2, and Scope 3 emissions. In 2025, we published our inaugural [Climate-related Financial Disclosures Report](#) aligned with the TCFD framework, which is the foundation for the International Sustainability Standards Board (ISSB)-issued International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures. The inaugural report follows the TCFD's four-pillar structure (Governance, Strategy, Risk Management, and Metrics & Targets) to ensure transparent disclosure that can be used in decision-making. The results of Willdan's assessment demonstrate that our organization has a strong foundation for managing climate-related risks and opportunities (i.e., physical and transition impacts). It also showed that we have well-defined governance structures, a strategic direction informed by climate considerations, an enterprise risk management framework that incorporates climate-related risks, and measurable targets that support decarbonization and operational efficiency.

Climate-related risks and opportunities are overseen by senior management and incorporated into our enterprise risk management framework. Our Board receives updates on relevant ESG matters annually or more frequently if needed. These matters include, but are not limited to, sustainability strategy, climate-related risks and opportunities, emissions performance, and external ESG ratings.

To account for growth, we measure our impact as normalized per employee, per \$M of net revenue, or using other appropriate factors. In support of our commitment to climate change mitigation, our strategy is to:

- ▶ Prepare a corporate-level GHG emissions inventory and disclose progress on our sustainable commitments annually across our Scope 1, Scope 2, and Scope 3 emissions in accordance with the GHG Protocol Corporate Standard.
- ▶ Strive to achieve our near-term individual Scope 1 and Scope 2 GHG reduction goals by:
  - ▶ Reducing direct emissions.
  - ▶ Purchasing renewable energy certificates if necessary.
  - ▶ Purchasing high-quality carbon offsets for net GHG emissions reduction if necessary.
- ▶ Strive to contribute to decarbonization by:
  - ▶ Leasing more energy-efficient facilities.
  - ▶ Leveraging technology and virtual efficiency tools.
  - ▶ Engaging employees to work sustainably as outlined in our [Environmental Policy](#).
- ▶ Continue to adopt and deploy cleaner and more efficient technologies to reduce our carbon footprint and that of our customers. This commitment aligns with the IPCC science-based pathways of establishing GHG emission reduction targets to be in line with the emission reductions required to limit the global temperature increase to 1.5°C (or well below 2°C) compared to pre-industrial levels.

- ▶ Direct a portion of our philanthropic activities to organizations and projects that focus on global climate change and sustainability education.

### Our Scope 1, 2, and 3 Emissions - Mitigation Strategy and Action Plans

Our **Scope 1 emissions** primarily result from mobile combustion sources, including company-leased or -owned vehicles used for company business (e.g., site visits and project oversight). As we do not own or operate industrial facilities or fixed combustion equipment, our direct emissions are limited.

We demonstrate our leadership in mitigating Scope 1 emissions through:

- ▶ Reducing fleet fuel consumption and improving fleet fuel economy by opting for more fuel-efficient, hybrid, or electric replacement vehicles when retiring company vehicles or renewing their leases. In support of this plan, we increased the number of green vehicles in our company fleet from 7% in 2024 to 12% in 2025. We are on track to achieve our target of 20% green vehicles by 2033, thus reducing our fleet-related, nonrenewable energy consumption (e.g., fossil fuels).
- ▶ Carpooling to sites, when practical.

Our **Scope 2 emissions** come from purchased electricity that powers our operations. Our office space is leased within multi-tenant commercial buildings, and as such, we do not have direct control over utility infrastructure or access to metered energy consumption data. In the absence of landlord-provided utility data, we estimate electricity usage based on the square footage of leased space, recent energy intensity benchmarks for office environments, and typical operating hours.

While this methodology introduces some level of estimation where direct data is not available, we aim to use conservative and industry-accepted assumptions to ensure a reliable representation of our Scope 2 emissions.

As part of our continuous improvement efforts, we are exploring opportunities to enhance data accuracy through additional engagement with landlords, sub-metering where possible, and the integration of green lease clauses that promote transparency and energy efficiency.

Even without hard assets, we demonstrate leadership in mitigating Scope 2 emissions through:

- ▶ Implementation of environmentally friendly criteria for leasing offices (e.g., prioritizing energy-efficient buildings with LEED or ENERGY STAR certifications).
- ▶ Funding energy-efficient retrofits with or without tenant allowances.
- ▶ Implementation of energy efficiency best practices.

Our **Scope 3 emissions** represent the largest share of our GHG footprint and primarily result from indirect activities across our value chain. In 2023, we began formally estimating Scope 3 emissions, beginning with business travel, to provide a more complete view of our environmental impact and to identify opportunities for meaningful reductions over time.

We continue to demonstrate our leadership in mitigating Scope 3 emissions through:

- ▶ Hosting/attending meetings virtually instead of in-person when virtual options are available, will meet the objectives, and will avoid the use of air or automobile travel.
- ▶ Considering participation in low-cost airline carbon offset programs when employees purchase airline tickets.
- ▶ Increasing use of green rideshare modes of transport, including electric/hybrid vehicles and trains.
- ▶ Partnering with suppliers and subcontractors who conduct their operations in an environmentally friendly manner.



## Our GHG Emissions and Emission Reduction Targets

The table below presents Scope 1 and Scope 2 emissions for the last five years and Scope 3 emissions for the last three years. Although our number of employees and net revenue have increased over the last five years, our GHG emissions have decreased over the last couple of years due to our GHG emission reduction strategy.

Willdan's GHG Emissions (in mtCO<sub>2</sub>e)

Reporting Year					
	2021	2022	2023 (Base Year)	2024	2025
Scope 1	1,340	1,423	1,059	954	930
Scope 2	1,134	1,086	956	900	782
Scope 3	N/A - tracking commenced in 2023		1,455	1,491	1,344
<b>Total</b>	<b>2,474</b>	<b>2,509</b>	<b>3,470</b>	<b>3,345</b>	<b>3,056</b>

Last year, we established 2023 as the base year for setting our GHG emission reduction targets. Our GHG emission calculation methodology for each of the three scopes is presented in the Appendix. Our GHG inventory is prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Emissions factors are derived from publicly available government and internationally recognized databases. Where primary data is unavailable, conservative estimation methodologies are applied.

We are committed to reducing our GHG emissions in line with global efforts to mitigate climate change. While our Scope 1 and Scope 2 emissions are relatively limited due to our service-based business model and leased office footprint, we recognize the importance of managing and reducing emissions across our entire value chain.

Our approach to setting targets is informed by the guidance from the US Environmental Protection Agency (EPA) and is designed to align with the Science Based Targets initiative (SBTi) criteria that "require emissions reductions of 4.2% per year for targets that cover Scope 1 and 2 emissions and emissions reductions of 2.5% per year for targets that cover Scope 1, 2, and 3 emissions."<sup>1</sup> Our GHG emission reduction targets align with the IPCC science-based pathways of establishing GHG emission reduction targets to be in line with the emission reductions required to limit the global temperature increase to well below 2°C above pre-industrial levels.

<sup>1</sup> United States Environmental Protection Agency (2024, December 9). Target Setting. Target Setting | US EPA. <https://www.epa.gov/climateleadership/target-setting>

<sup>2</sup> Carbon Offsets To Alleviate Poverty (2025). Per Capita CO<sub>2</sub> Emissions by Country. <https://cotap.org/per-capita-carbon-co2-emissions-by-country/>  
Statista (2026, January 20). U.S. Carbon Dioxide Emissions per Capita from 2024 to 2050. <https://www.statista.com/statistics/193174/us-carbon-dioxide-emissions-per-person-since-2009/>

Willdan's emissions reduction targets reflect our commitment to meaningful climate action while accounting for future business growth. These targets, the emission-reduction strategy, and action plans to achieve them take into consideration the activities of the entire company, providing 100% company coverage. Emissions performance is measured in both absolute terms and normalized by employee count and revenue to be transparent and comparable over time. Willdan commits to the GHG reduction targets presented below.

Willdan's GHG Emission Reduction Targets

GHG Category	Base Year	Target Reduction by 2033	Average Annual Reduction Rate	Normalization Metrics
Scope 1	2023	50%	5%	Per employee, per \$M of net revenue
Scope 2	2023	50%	5%	Per employee, per \$M of net revenue
Scope 3	2023	25%	2.5%	Per employee, per \$M of net revenue
<b>Total</b>	<b>2023</b>	<b>35%</b>	<b>3.5%</b>	<b>Per employee, per \$M of net revenue</b>

## Making Progress Toward Goals

Presented below are the overall and normalized GHG emissions by category for 2023 (our base year), 2024, and 2025. We are on track to meet our goals for all categories whether or not the data is normalized. We will continue to track our GHG emissions and implement the leadership strategies above to reduce emissions and meet our targets. When reasonable, we will support cleaner, renewable energy by purchasing renewable energy certificates and will buy high-quality offsets equivalent to any remaining GHG emissions.

We are continuing to develop and enhance our ESG framework and to **support an ESG culture** among Willdan team members to continue improving our performance as **good corporate citizens**. We will continue to refine our targets as data quality improves and industry benchmarks evolve. Progress will be reviewed annually and our strategy will be updated accordingly to reflect changes in operations and best practices.

Absolute GHG Emissions (mtCO<sub>2</sub>e)



\*=base year

GHG Emissions Intensity (mtCO<sub>2</sub>e per Employee)

Willdan achieved year-over-year reductions in GHG emissions intensity across all scopes, reflecting improved operational efficiency and our commitment to sustainable growth. Our total GHG emissions per capita are about 13% and 40% of the US and world per capita GHG emissions, respectively.<sup>2</sup>



\*=base year

## GHG Emissions Intensity (mtCO<sub>2</sub>e per \$M Net Revenue)



\*=base year

## Our GHG Emissions Compared to Our Contribution to Customer GHG Emissions Avoided

As shown in the chart below, **the GHG emissions we produced represent only a small fraction of the GHG emissions that we helped our customers avoid** through our energy management support services. **In 2025, that fraction was 0.6%, meaning we helped our customers avoid 156 times more GHG emissions than the emissions we generated from our own operations.** The avoided GHG emissions resulted from our decarbonization efforts, which included implementing a combination of renewable energy, electrification, and energy-efficient technologies to support customer goals.

	2023		2024		2025	
	mtCO <sub>2</sub> e	%	mtCO <sub>2</sub> e	%	mtCO <sub>2</sub> e	%
<b>Willdan's Total GHG Emissions</b>	3,470	1.2*	3,345	1.1*	3,056	0.6*
<b>Willdan's Total Customer GHG Emissions Avoided</b>	297,051	-	315,368	-	477,382	-

\* Willdan's GHG Emissions as % of Total Customer GHG Emissions Avoided

## Annual Electricity Use and Use Intensity

Electricity consumption decreased from 2023 to 2025:

- ▶ kWh: -15%
- ▶ kWh/\$M net revenue: -37%
- ▶ kWh/employee: -24%

	2023	2024	2025
<b>Electricity Consumption (kWh)</b>	3,259,540	3,078,670	2,768,160
<b>Net Revenue (\$M)</b>	\$270	\$296	\$365
<b>Total Number of Employees</b>	1,616	1,761	1,802
<b>Electricity Consumption per Net Revenue (kWh/\$M)</b>	12,070	10,400	7,588
<b>Electricity Consumption per Employee (kWh/employee)</b>	2,017	1,748	1,536
<b>Notes</b>	Base year	Improvement over base year	Continuous improvement

\*Note: consumption is estimated based on leased office space, energy intensity benchmarks, and hours of operation. Direct metering data is not available due to our occupancy in multi-tenant buildings. We estimate that 21% of our electrical energy consumption is from renewable sources<sup>3</sup>.

## Annual Gas Use and Use Intensity

Natural gas consumption decreased from 2023 to 2025:

- ▶ Therms: -13%
- ▶ Therms/\$M net revenue: -36%
- ▶ Therms/employee: -22%

	2023	2024	2025
<b>Gas Consumption (therms)</b>	49,300	47,230	42,789
<b>Net Revenue (\$M)</b>	\$270	\$296	\$365
<b>Total Number of Employees</b>	1,616	1,761	1,802
<b>Gas Consumption per Net Revenue (therms/\$M)</b>	182.6	159.6	117.5
<b>Gas Consumption per Employee (therms/employee)</b>	30.5	26.8	23.8
<b>Notes</b>	Base year	Improvement over base year	Continuous improvement

## Willdan's Energy Savings for Customers vs. Willdan's Energy Consumption

- ▶ Electricity savings / Electricity consumption increased 20% from 2023 to 2025
- ▶ Natural gas savings / Natural gas consumption increased 66% from 2023 to 2025

	2023	2024	2025
<b>Gas Savings (therms)</b>	8.1M	8.6M	11.7M
<b>Gas Savings/ Gas Consumption</b>	164	182	273
<b>Electricity Savings (kWh)</b>	398.9M	415.8M	406.9M
<b>Electricity Savings/ Electricity Consumption</b>	122	135	147

Willdan does not own or operate data centers. We use software-as-a-service platforms, public cloud infrastructure, and colocation facilities provided by industry-leading vendors.

Our office space is leased within multi-tenant commercial buildings, so we do not have direct control over utility infrastructure or access to metered energy consumption data. In our office space, IT equipment is only a small portion of the total energy load. For this reason, we track energy usage effectiveness through energy use intensity (energy consumption normalized by net revenue or employee count) instead of measuring power usage effectiveness (PUE), which is the ratio of total energy consumed by a data center facility to the total energy used by its IT equipment.

While we do not control the energy sources or efficiency measures used by our office space providers, our acquisition and procurement strategy prioritizes providers with established sustainability programs and strong environmental performance (e.g., higher energy efficiency, lower PUE, and the use of renewable or cleaner energy sources).

Our total energy use and use intensity exceeded our reduction target, which is to reduce these metrics by 10% by 2033 (compared to our 2023 base year). Specifically, from 2023 to 2025, Willdan's total energy use declined by 14.4%, from 4.70M kWh to 4.02M kWh. In that time, our energy use intensity per net revenue and per employee fell by 36.8% and 23.3%, respectively. About 14.5% of our total energy consumption is estimated to be from renewable sources. Finally, in 2025, **we helped our customers save 186 times more energy than the energy we consumed for our own operations.**

<sup>3</sup> United States Energy Information Administration (EIA) (2024, February 29). What Is U.S. electricity generation by energy source? - Frequently Asked Questions <https://www.eia.gov/tools/faqs/faq.php?id=427&t=3>

Willdan will continue to conserve energy in our offices and worksites by implementing energy-saving practices, such as energy-efficient lighting, occupancy/motion sensors, and programmable thermostats. Our reduction strategy and action plans to achieve our 2033 target include the activities of our entire company, providing 100% company coverage.

#### Energy Management Strategy and Action Plans to Reduce Our Energy Use and Use Intensity

- ▶ Continue to increase our use of energy-efficient IT equipment that automatically shut off with prolonged inactivity. As a result of our efforts, 100% of our computers/laptops, servers, and monitors, and 99% of our printers are ENERGY STAR certified. While our networking gear is not ENERGY STAR certified, it is designed to be energy efficient. Collectively, we are on track to achieve ENERGY STAR certification for 100% of our IT equipment by 2033.
- ▶ Continue to promote broader use of green vehicles and increase the green vehicles in our company fleet to 20% by 2033 to reduce our fleet-related, nonrenewable energy consumption (e.g., fossil fuels). We have successfully increased the green vehicles in our company fleet from 7% in 2024 to 12% in 2025 and are on track to meet our target.
- ▶ Pursue LEED-certified office buildings when current leases expire. Continue to negotiate energy-efficient fixtures and options into new leases or lease renewals. During this reporting period, we invested \$35K of our own funds to transition to energy-efficient LED lighting in our leased corporate headquarters space. As a result of our own investments and partnership efforts with the building owners, 16% of our office buildings are LEED certified, 77% of our space uses LED lighting, and 43% of our non-IT office equipment is ENERGY STAR certified.
- ▶ Discuss HVAC maintenance with building management to avoid leaks or inefficiencies.



### Water Conservation and Wastewater Discharge

As tenants in multi-tenant facilities, we typically do not receive building-level water consumption data. While direct measurement of total water consumption or wastewater discharge is not available at all locations, we continue to explore opportunities to improve data collection through landlord engagement and water service providers. Water consumption is estimated based on industry benchmarks and average in-office attendance assumptions; actual usage may vary by office location and lease structure.

Based on the water usage behavior of our employees and automated fixtures in the majority of our leased buildings, an industry benchmark of 20 gallons of water per day per employee, and an assumed average of 250 workdays a year with two remote workdays per week, we estimate our 2025 water consumption to be about 20,500 m<sup>3</sup>, 11.4 m<sup>3</sup> per employee, and 56 m<sup>3</sup> per \$M net revenue in 2025<sup>4</sup>. Using a similar approach, we estimate our wastewater discharge to be about 50% of our water usage.

Our goal is that by 2033, we will reduce water use and wastewater discharge by 10% when normalized per employee, per dollar of net revenue, or by other appropriate factors accounting for growth. To accomplish this goal, we continue to work with the building owner(s) to install water-conservation devices and encourage prudent water use by our employees.

### Waste Management (Reduce, Reuse, and Recycle)

As a professional services company, our waste footprint is relatively limited and primarily office-based. Our office spaces are leased within multi-tenant buildings, and we rely on property management teams to oversee facility-level waste and recycling services.

Most of the waste generated across our operations consists of paper, packaging, and general office materials. We continue to transition toward a more digital work environment, reducing paper use through electronic project delivery, cloud-based collaboration tools, and e-signature adoption. In-office recycling is available at all locations, and we encourage employees to minimize single-use items and to follow responsible disposal practices.

Our teams prioritize limiting waste generation and then reusing or recycling as much as possible. Through recycling programs and employee-supported waste collection campaigns, we further reduce the volume of office materials entering waste streams, including paper goods, cans, bottles, batteries, electronic waste (e.g., computers, mobile phones, and monitors), and printer ink. Willdan trains and enforces proper handling, storage, and disposal of any electronic waste in compliance with applicable standards and established regulations.

When direct waste measurement is not feasible, we estimate the amount of waste disposed using industry-accepted practices. While direct measurement of total waste generation is not available at all locations, we continue to explore opportunities to improve waste data collection by engaging landlords and waste service providers. Waste generation is estimated based on industry benchmarks and average in-office attendance assumptions; actual usage may vary by office location and lease structure.

Based on the sustainable waste management practices at our offices, an industry benchmark of two pounds of waste per day per employee, and an assumed average of 250 workdays a year with two remote workdays a week, we estimate our 2025 waste generation to be 246 mt, 0.14 mt per employee, and 0.67 mt per \$M net revenue<sup>5</sup>.

We aim to strengthen our internal waste reduction practices and employee awareness, focusing on two areas:

- ▶ By 2030, accomplish complete electronic waste recycling.
- ▶ By 2033, reduce hazardous and nonhazardous waste by 10%, when normalized per employee, per dollar of net revenue, or by other appropriate factor accounting for growth.

.....  
<sup>4</sup> Smith, Elizabeth (2025, March 26). *Understanding Average Water Usage Per Person in Office Buildings*. Culligan Quench <https://quench.culligan.com/blog/average-water-usage-per-person-in-offices/>  
<sup>5</sup> Sy, Jennifer (2023, April 16). *A guide to Office Waste: Facts, Figures & Tips for Reduction*. Unsustainable Magazine. <https://www.unsustainablemagazine.com/guide-to-office-waste-facts-figures/>

# I SOCIAL



# SOCIAL

## PURPOSE-DRIVEN TEAM

Willdan brings together engineers, economists, scientists, technical experts, and other specialists who are passionate about building a more sustainable, resilient future. We embrace innovation and foster a culture where people are empowered to lead with purpose and adapt to change.

Our multidisciplinary expertise helps customers navigate the complexities of energy, climate, and infrastructure while delivering practical, equitable solutions. As the energy transition accelerates, our diverse team remains focused on driving progress locally and nationally, with measurable outcomes for the communities we serve.

## EMPLOYEE EXPERIENCE

We prioritize open communication and continuous improvement by actively listening to employees and incorporating their feedback into workplace initiatives. In 2025, we conducted our fifth annual Employee Engagement Survey, with 84% of eligible employees participating. Among respondents, 80% reported positive responses to engagement-related questions, reflecting a strong connection to their work and the broader organization.

We use “engagement” as a key indicator of organizational health and employee experience. In the past five years, employees have consistently reported positive feedback, especially regarding

work-life balance and the perception that management genuinely cares about employees’ well-being. We share survey results across the organization and use the insights to guide actions that enhance employee satisfaction, support professional development, and strengthen the overall employee experience.

Willdan also provides a comprehensive suite of benefits and programs designed to support employee health, wellness, and financial security. Benefits fully funded by Willdan include parental leave; basic life insurance for employees, spouses/ domestic partners, and children; long- and short-term

disability coverage; a wellness program; financial, legal, and estate planning resources; and a survivor assurance program. Additional benefits include a 401(k) retirement savings plan with company match and discretionary profit-sharing contributions, comprehensive medical/dental/vision plans, flexible spending accounts, dependent care spending accounts, health savings accounts with company contributions, and an employee stock purchase plan. Where possible, we coordinate with overall client and operational needs to offer generous time off and flexible work hours (flextime) that support work-life balance and encourage employees to maintain their health, well-being, and professional fulfillment.





## Labor Practices and Human Rights

Willdan is committed to upholding fundamental human rights and maintaining ethical practices across all aspects of our operations. We signed the UNGC in 2024, reinforcing our alignment with global principles on human rights, labor, environment, and anti-corruption practices. This commitment affirms to our employees, customers, shareholders, and the public that we will conduct all business activities with the utmost respect for human dignity and freedom.

We recognize that respecting human rights is both a moral imperative and essential to the long-term sustainability of our organization. Willdan is committed to upholding and promoting human rights, with additional emphasis in the areas of working conditions, living wages, equal employment opportunities, prevention of unlawful harassment or discrimination, elimination of child labor, prevention of human trafficking and modern slavery, freedom of association and collective bargaining, employee health and safety, and ensuring employees have multiple channels (including ones that provide anonymity) to share concerns, complaints, and ideas.

Because some of our utility project installations and related services are performed by subcontractors, we incorporate strict compliance requirements into our contracts, including adherence to US and applicable state and local labor, wage, and safety standards. We regularly review subcontractor practices and provide channels for community feedback to help us identify and address potential risks. We also conduct periodic human-rights risk/impact reviews to assess program accessibility in underserved communities, to monitor subcontractor compliance, and to help us identify barriers and make improvements. Additional details can be found in our [Supplier and Subcontractor Code of Conduct](#).

Willdan's [Human Rights Policy](#) and [Code of Ethical Conduct](#) serve as the foundation of our commitment to human rights, formalizing our standards for integrity, sound judgment, ethical behavior, transparency, anti-corruption, and legal compliance. Additionally, we have a confidential Ethics Hotline that allows both employees and third parties to ask questions or report concerns without fear of retaliation. Our Board of Directors and our senior management team remain committed to continually assessing and improving our policies, practices, and partnerships to ensure that human rights are respected across all aspects of our operations and stakeholder engagements.

## Workplace Flexibility and Reduction in Working Time

Willdan offers flexible work arrangements that support employee well-being, productivity, and work-life balance in coordination with our obligations to meet business operations and client needs. These work arrangements can include on-site, hybrid, and fully remote roles, depending on job responsibilities and operational requirements.

Employees may request flexible working arrangements through standard supervisory and human resources processes, including part-time schedules, flexible working hour structures (e.g., adjusted daily start and end times), and compressed work schedules, depending on role and business needs. Where appropriate, employees and managers may work together to adjust schedules to accommodate personal needs, project demands, and workload management.

Where possible, Willdan supports flexibility in both work location and work scheduling, enabling employees to manage their time to support individual responsibilities while maintaining team effectiveness and service delivery. These practices are complemented by a culture that encourages open communication between employees and supervisors regarding workload, scheduling, and performance expectations.

In 2025, Willdan received accolades from nationally recognized organizations. US News & World Report recognized Willdan in their 2025-2026 Best Companies to Work For list, based on an assessment of work-life balance, quality of pay, belongingness, and other factors. Newsweek honored Willdan as one of America's Greatest Companies, based on financial strength, workforce performance, innovation, and sustainability/ethics.



## Dependent Care and Special Leave

We support employees with dependent care responsibilities by offering paid 12-week parental leave and flexible work arrangements to help balance caregiving and professional obligations. Additionally, Willdan offers unlimited flexible time off and generous sick leave to eligible employees. While we do not provide direct financial subsidies for childcare, we offer supplemental income replacement during approved parental and family leave during a child's first year of life or adoption to ease the financial impact of time away from work. We also offer employees the option to enroll in a Dependent Care Spending Account.

Our sick and safe leave policy meets, and in many instances exceeds, state and local requirements. Additionally, full-time employees can accrue catastrophic illness time that can be used while an employee is on an approved, qualifying leave of absence.

## Mental Health Support Services

Willdan recognizes the importance of supporting employee mental health and well-being. We are committed to providing resources that help employees manage work-related and personal challenges, including stress, burnout, anxiety, and other mental health concerns.

We offer a company-paid Employee Assistance Program to all employees and members of their households. This program provides confidential access to professional support and resources to help navigate a wide range of challenges, including mental health concerns, family and dependent care, financial and legal matters, grief counseling, substance use, and other personal issues. Services are available 24 hours a day, 7 days a week. This program is promoted through companywide calls, wellness newsletters, our intranet, and managers.

In addition to providing access to support services, Willdan promotes employee well-being through its broader human capital practices, including fostering a supportive work environment, encouraging open communication between employees and managers, and providing flexibility where appropriate to help employees manage workload and personal responsibilities.

These measures support the prevention, early identification, and management of mental health challenges, while promoting a culture of well-being, respect, and accountability across the organization.

Willdan senior management reviews workload and work-life balance feedback from our annual Employee Engagement Survey to identify sources of workplace stress or concern and inform continuous improvement efforts.

## Training and Professional Development

Willdan strategically invests in the professional growth of our employees through a structured training and development framework designed to advance workforce capabilities and align with Willdan's evolving business needs and strategic priorities.

Our training programs are informed by ongoing assessments of organizational needs, including input from senior management, operating units, corporate services groups, and supervisors, as well as insights from performance reviews and employee feedback. Supervisors conduct annual performance reviews for employees that include career development and professional growth discussions. Managers regularly assess training needs and curate courses from Willdan's virtual learning management system to support individual and team development.

Willdan offers a range of training opportunities throughout the year that enhance both technical expertise and leadership capabilities. The internal Willdan Staff Training Program provides employees with access to study groups for industry certifications (e.g., Certified Energy Manager) and specialized professional development courses in project management, lighting systems, HVAC systems, transportation electrification, and other technical disciplines. These opportunities complement role-specific onboarding programs, including comprehensive training for new customer-facing staff focused on energy efficiency, sales, and mentorship. Since 2022, more than 400 employees have participated in these programs.

## Framework and Approach

Willdan's training framework includes professional and technical development opportunities, compliance training, and health and safety training. Training and development programs are offered inperson when peer participation is beneficial or on demand (online) to offer employees access to training at their own pace. A few examples of Willdan's training and development are provided below.

### Professional and Technical Development

- ▶ Continuing Education Support
- ▶ Industry Participation Incentives
- ▶ Professional Conferences
- ▶ Leadership and Communication Skills Development

### Compliance and Health & Safety Training

- ▶ Workplace Violence, Unlawful Harassment, and Unlawful Discrimination Prevention
- ▶ Anti-Corruption
- ▶ Cybersecurity
- ▶ Emergency Response and Occupational Health & Safety
- ▶ ISO 14001

We evaluate our training program effectiveness through a combination of employee feedback, course evaluations, and senior management input. These insights are used to refine content, improve delivery, and align training with organizational priorities. Training curricula are regularly updated to reflect evolving industry standards, technological advancements, and business needs. Willdan uses this structured approach to ensure that our workforce is equipped with the skills and capabilities needed to support long-term growth, innovation, and high-quality service delivery.

Willdan tracks training completion and engagement metrics to support workforce planning and capability development. Beginning in 2025, Willdan enhanced our workforce development disclosure by reporting training hours by employee category (managers and non-managers), providing greater transparency.





### Leadership Development Program

Willdan monitors participation and engagement in training programs and discloses relevant metrics, including participation rates by employee category. Approximately 30% of eligible employees participated in professional development programs in 2025. A cornerstone of this effort is Willdan’s Leadership Development Program, launched in 2015 and offered three times per year. This three-day, cohort-based program fosters leadership skills, cross-functional collaboration, and equitable growth opportunities. In 2025, 92% of participants reported that the program provided “a solid benefit” or “a lot of benefit” to them personally.

### Willdan Clean Energy Academy

The WCEA is a high-impact training and education program that equips Willdan employees and other industry professionals with the skills and knowledge for careers in clean energy and energy efficiency. The program provides a pathway for individuals to enter the clean energy industry and to help existing professionals advance their careers.

In 2025, WCEA celebrated its 1,921<sup>st</sup> graduate. Of these graduates, 473 (25%) came from Willdan as part of internal talent development, and 1,448 (75%) were from local and nearby communities, primarily from New York and New Jersey. Of the non-Willdan graduates, more than 70% are from disadvantaged communities. WCEA started in New York in 2020 and has expanded nationally and significantly increased the number of graduates, securing new funding and partnerships in Colorado, Maine, New Jersey, and California.

For the last six years, of the 923 job-seeking WCEA graduates, 70 were hired by Willdan, and 383 were hired by other companies. WCEA also partners with several minority- and women-owned business enterprises to strengthen workforce development opportunities and expand industry education and career development access for a broad range of candidates in the communities we serve.

### Investing in Our Supply Chain

Our Supplier Diversity Program is built on a commitment to engage diverse business enterprises and create equitable opportunities for skilled, qualified businesses across our supply chain. We proactively identify, recruit, and collaborate with a broad range of businesses (including minority-, women-, veteran-, and LGBT-owned businesses, and small businesses, as well as other historically underrepresented groups) to participate in projects spanning engineering, construction, energy efficiency, and professional services.

We maintain strong partnerships with professional and community organizations to expand our outreach and strengthen our network of qualified, diverse suppliers. Through due diligence, we ensure that all our suppliers meet our standards for cost-effectiveness, quality, reliability, and compliance with program or project objectives.

In addition to meeting or exceeding any customer-specific diversity requirements, we are invested in the long-term success of our diverse partners. Willdan provides mentorship, capacity-building opportunities, and access to national trade professionals to help diverse businesses grow and thrive within their communities.

We also expect our suppliers to reflect our values. Our [Supplier and Subcontractor Code of Conduct](#) requires suppliers to conduct ethical business, follow fair labor practices and nondiscrimination, maintain safe working environments, promote inclusive, harassment-free workplaces, and comply with applicable environmental laws and standards. Further details about our vendor program can be found here: [Vendors](#).

## A CULTURE OF INCLUSION AND RESPECT

We are dedicated to fostering a culture of equal employment and professional growth opportunities, where every Willdan employee feels respected, included, and empowered to contribute their unique perspectives and innovative ideas. We promote this culture with our employees and with our external partners, such as customers, suppliers, vendors, and nonprofit organizations. We recognize that diverse experiences strengthen our workforce, driving creativity and better outcomes for our teams, stakeholders, and the communities in which we live and work.

### Workforce Composition and Employment Practices

To attract top talent, we leverage a broad network of sources, including community connections, universities, professional organizations, social media, industry events, and our internal database of interested candidates. In 2025, Willdan hosted 25 interns across the company, supporting early-career talent development and contributing to our long-term hiring pipeline. We are committed to developing future leaders by investing in employee growth and supporting career advancement within Willdan.

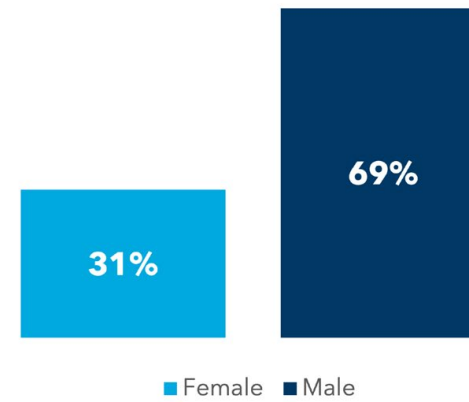
Employee Category	Employees	Training Hours in 2025	Training Hours per Employee in 2025
<b>Managers</b>	612	14,642	24
<b>Non-Managers</b>	1,203	28,027	23
<b>Total</b>	<b>1,815</b>	<b>42,669</b>	<b>24 (avg)</b>

In 2025, employees completed an average of approximately 24 hours of training per employee, compared to 10 hours in 2024, reflecting Willdan’s continued investment in workforce capability and professional development. These efforts support the advancement of technical expertise, leadership skills, and a culture of continuous improvement across our organization as we deliver complex energy and infrastructure solutions for our clients.

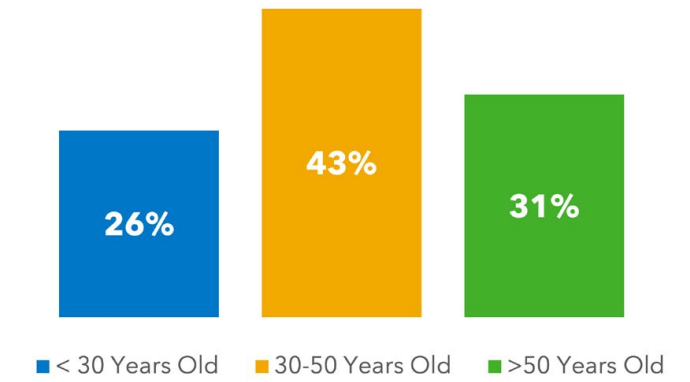
## 2025 METRICS IN CHARTS

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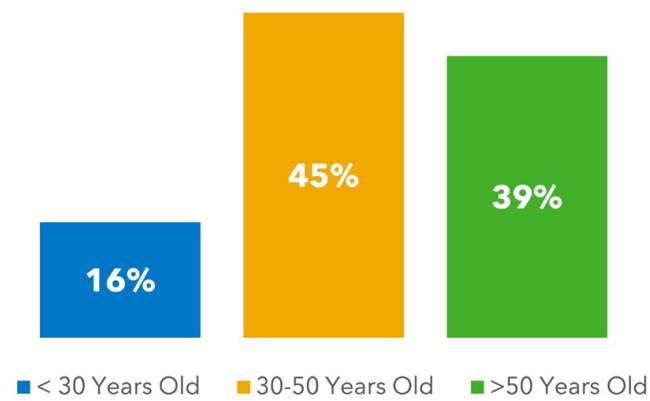
### New Hires by Gender



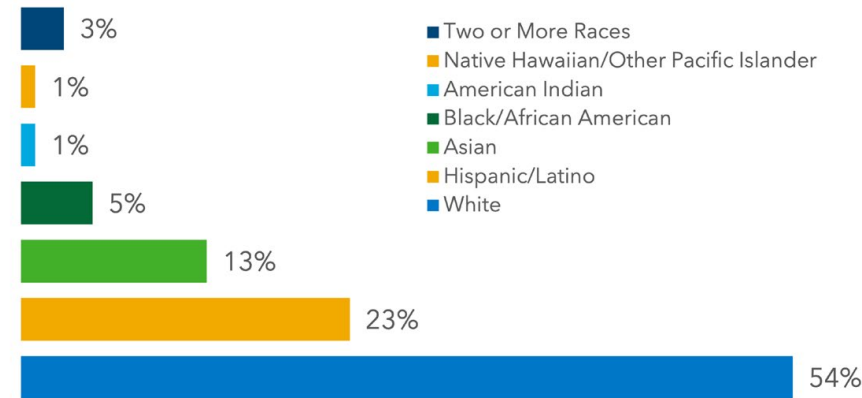
### New Hires by Age Group



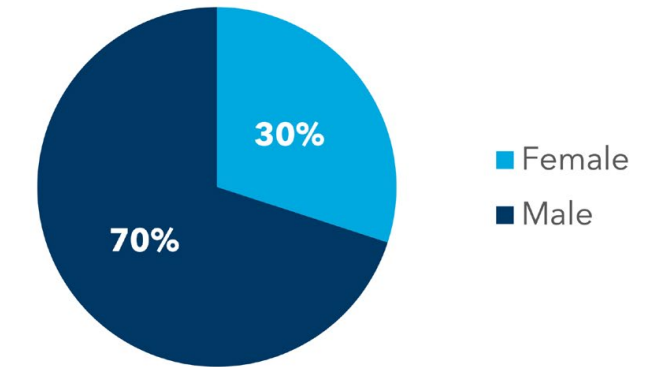
### Total Employees by Age Group



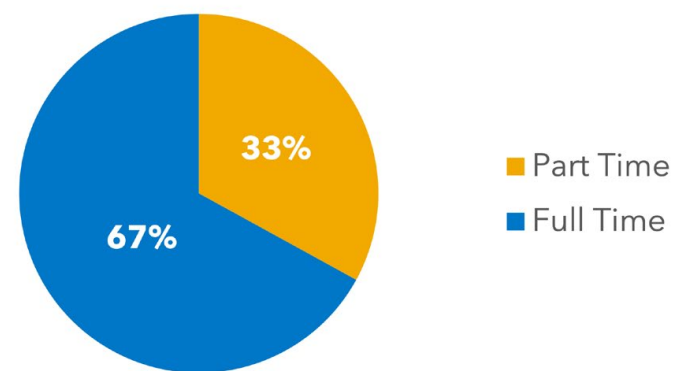
### Total Employees by Ethnicity



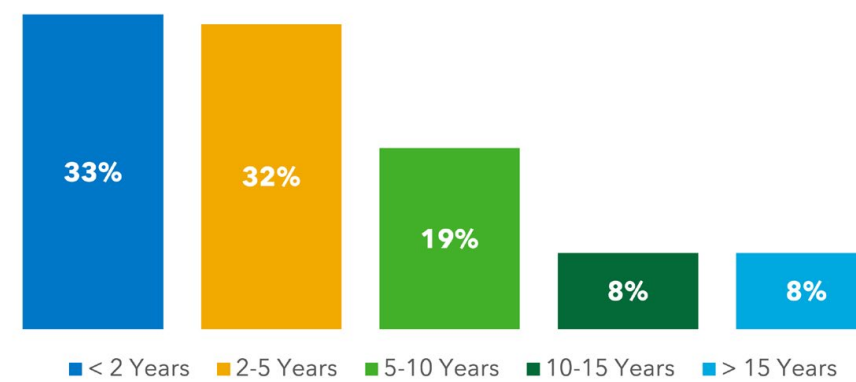
### Total Employees by Gender



### Total Employees by Work Status



### Distribution of Employees by Tenure Range



### Employee Survey Participation Rate

**84%**

#### Employee Turnover\*

**16%**

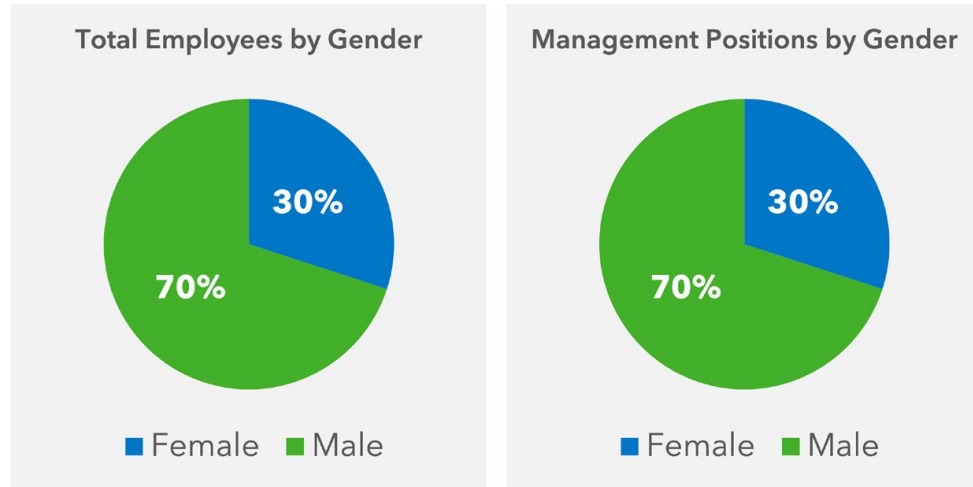
Overall

**10%**

Voluntary

\*Turnover including Public Agency Resources employees: 21% (overall) and 12% (voluntary).

2025 Gender Distribution



The gender distribution across our management positions parallels that of our total employee population. We monitor these metrics and others in our workforce composition to align with business needs, fair employment practices, and compliance with applicable labor regulations. Willdan is committed to transparent human capital reporting and responsible workforce management.

All employees are employed on an at-will basis. Willdan limits the use of non-regular employment arrangements for situations driven by specific business or client needs. We do not use non-regular employment as a substitute for regular, long-term positions.

We may engage third-party staffing agencies on a limited-scope, short-term basis to support project-specific needs, employee absences, or peak workloads. These individuals are employed by their respective agencies and may include temporary agency workers or contract support personnel. Willdan does not engage freelancers or gig workers as part of our core workforce or strategy. In 2025, we did not have employees with temporary contracts or indirectly employed workers.

All employees, regardless of employment type, are treated fairly and have access to workplace protections and professional development opportunities. Through this approach, Willdan seeks to maintain a stable, high-quality workforce while retaining the flexibility to respond to dynamic business and project demands.

**Freedom of Association and Collective Bargaining**

Willdan respects each employee’s right to freedom of association and rights provided under state or federal law, including Section 7 of the National Labor Relations Act. This includes the rights to communicate with others concerning wages, hours, benefits, and other terms or conditions of employment; to self-organize, form, join, or assist labor organizations; to bargain collectively through representatives of their choosing; and to engage in or refrain from other concerted activities for mutual aid or protection.

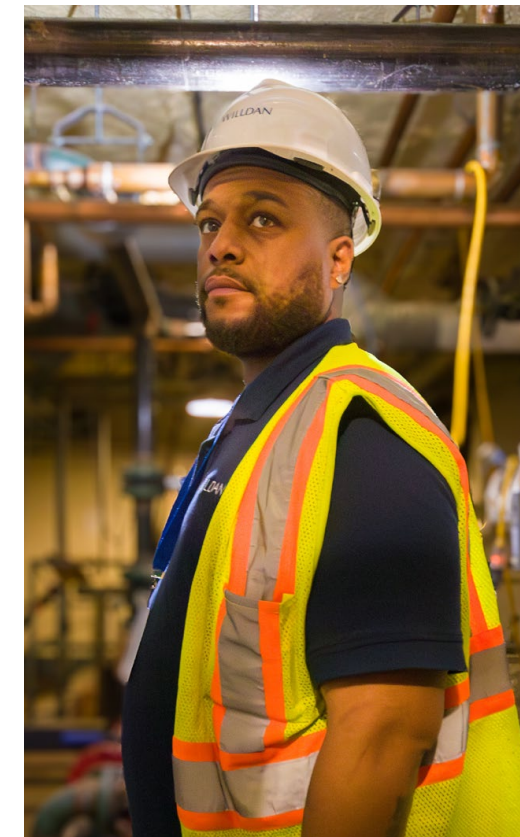
We support all employees’ rights to freely associate, join or not join trade unions, and engage in collective bargaining, in alignment with applicable laws. This commitment applies across all geographies in which we operate and is communicated through employee onboarding, internal policies, and training materials. Employees may raise concerns related to labor rights through our independently managed, confidential Ethics Hotline, available 24 hours a day, 7 days a week, and accessible anonymously. Procedures for reporting and addressing such concerns are posted on our intranet and covered in new hire orientation and during internal meetings. All reports are reviewed by our Compliance and HR teams, with oversight from senior management, and we regularly assess grievance trends to identify and address potential systemic issues while protecting confidentiality.

We are committed to non-retaliation and to continuous improvement in upholding labor rights across our organization. Willdan prohibits all forms of anti-union discrimination, including retaliation against employees engaged in organizing activities. We conduct ongoing due diligence to monitor our employee feedback channels, management training, and internal compliance protocols for potential interference with unions or organizing activities.

**Policy on Employment Security and Responsible Workforce Restructuring**

We approach all workforce decisions with care and fairness, aiming to act responsibly for both short-term and long-term company success. Willdan is committed to employment security and makes every effort to **avoid redundancies and minimize the need for workforce restructuring** through a combination of proactive and people-centered strategies.

These efforts include, but are not limited to, prioritizing talent retention and development, talent reassignments across business groups, proactively managing utilization rates, and regularly reviewing and adjusting cost structures.





If restructuring becomes necessary, we follow clearly defined procedures that prioritize transparency, provide appropriate notice, and uphold employee rights and dignity throughout the process. While severance terms may vary depending on circumstances, we strive to support impacted employees by offering transition assistance where feasible, such as job referrals, search guidance, and flexible notice periods to help ease their adjustment.

### Engaging with Our Community

Willdan is committed to supporting the communities where we live and work through responsible business practices, community partnerships, and employee-led initiatives. Our community engagement efforts expand economic opportunity, support education and workforce development, and advance access to energy solutions that benefit households and communities.

Willdan’s community engagement efforts are guided by an objective to strengthen communities by supporting equitable access to energy, education, and technical career pathways. We seek to create shared values through programs and activities that align with our broader mission of advancing sustainable infrastructure, environmental stewardship, and economic resilience.

We have a strong culture of service and a long-standing commitment to community engagement. Willdan supports a variety of community involvement initiatives, including employee volunteer efforts, educational outreach, and local workforce development partnerships. Many of these initiatives are designed as ongoing programs that build sustained relationships with nonprofit organizations, schools, and municipal partners. These recurring efforts promote energy awareness, science, technology, engineering, and mathematics (STEM) education and clean energy career pathways. These initiatives are led by regional teams, helping ensure responsiveness to local community needs and priorities.

In 2025, we held the Willdan Gives Back Challenge, a competition conceived and led by employees to encourage community engagement. Within six months, employees across the country logged 935 hours volunteering with local 501(c)(3) charities. The range in charity causes reflected the diverse values of our team, including animal welfare, youth education and mentorship, K-12 education, arts and music, environmental conservation, food security, health and medical services, and more. The top three volunteers (as determined by points earned) were able to donate a portion of Willdan’s \$5,000 award to the charity of their choice. Our top operating unit earned the right to host our GOAT, or Greatest (Giver) Of All Time, trophy in their office.

Positive feedback from employees and community members has resulted in an expansion of this competition to be year-long in 2026 and include municipal organizations as eligible entities for volunteer work.

### Approach to Community Investment

While Willdan does not currently publicly disclose detailed community investment data, we do maintain a structured, purposeful approach to support the communities where we operate. Contributions include employee volunteer efforts, in-kind support, and partnerships with local organizations that promote education, sustainability, and energy equity. In 2025, Willdan offered to match employee donations to 501(c)(3) charities, resulting in \$22K contributions from Willdan. Our overall 2025 donations in cash and in kind to nonprofit organizations and community initiatives amounted to \$75K. Community engagement efforts are coordinated across operating units and corporate services groups, with oversight from management to support consistency and alignment.

Community engagement activities are reviewed internally to help ensure alignment with Willdan’s corporate values, ESG priorities, and long-term community impact objectives. Integrating community involvement into our operations strengthens our relationships with stakeholders while also fostering a sense of shared responsibility and pride among our staff. Through these efforts, Willdan continues to model good community citizenship and uphold our commitment to supporting initiatives that deliver meaningful, sustained benefits to the communities we serve.

### Monitoring and Evaluation of Community Engagement

Willdan seeks to ensure that community initiatives remain meaningful, effective, and responsive to evolving community needs. We regularly engage employees and community partners to gather feedback and assess opportunities to strengthen our community engagement efforts. These inputs are used to evaluate the relevance and effectiveness of community programs and to inform how initiatives evolve over time in alignment with broader ESG priorities and community impact objectives.

While Willdan does not currently maintain formalized, company-wide metrics for all community activities, we do conduct periodic reviews of community engagement efforts and are dedicated to enhancing our approach to tracking participation and impact over time.

## Social Impact of Our Services

As an engineering and energy services firm, Willdan delivers programs that help utilities and communities reduce energy use, lower customer energy costs, and improve comfort and health outcomes. Our work supports energy efficiency and electrification initiatives that reduce energy use and lower costs for households and communities across the US. Through these programs, Willdan helps utilities deliver energy savings and energy bill reductions that support households and communities nationwide.

Key areas of impact include:

- ▶ **Health and Well-Being:** Energy efficiency upgrades improve indoor environments, support healthier living conditions, and reduce energy insecurity.
- ▶ **Access to Essential Services:** Our programs help expand affordable access to essential energy services, particularly for underserved and low-income households.
- ▶ **Equity and Inclusion:** Our programs benefit communities throughout the US, including those that have historically faced barriers to energy program access.
- ▶ **Economic Relief:** By reducing energy consumption and lowering utility bills, our programs help households direct financial resources to other essential needs.

Through these efforts, Willdan contributes to several United Nations Sustainable Development Goals (SDGs), including promoting healthy lives and well-being (SDG 3), expanding access to affordable and sustainable energy (SDG 7), and helping reduce inequalities (SDG 10).

## HEALTH, SAFETY, AND WELLNESS

The health, safety, and wellness of our employees is a core priority and an essential component of Willdan's risk management framework. We are committed to maintaining a safe working environment by promoting a culture in which employees at all levels actively participate in identifying risks and preventing workplace incidents. Our Health and Safety Management System supports this commitment and offers a comprehensive, structured framework to identify, manage, and mitigate risk while ensuring regulatory compliance and protecting our workforce.

Our Health and Safety Management System serves as a hub for our company policy, scope, objectives, risk management procedures, employee training, and subcontractor oversight. It also captures key safety data to provide timely insights and safety performance metrics.

Through clear reporting and trend analysis, the system equips senior management with actionable information to monitor performance, reinforce accountability, and continuously improve safety outcomes across all operating units and corporate services groups, fostering a proactive and data-driven occupational health and safety culture.

While every employee plays an important role in maintaining a safe workplace, senior management is instrumental in fostering a strong safety culture by setting clear expectations, providing resources, and promoting accountability across our operations. Our safety programs emphasize proactive risk identification, safety training, and continuous improvement in safety practices.

Training remains a key component of our health and safety programs. Employees receive role-specific safety training designed to address the risks associated with their work activities. For employees working on project sites, this includes project safety orientations prior to mobilization, participation in weekly safety "tailgate" meetings, and specialized training for supervisors and personnel responsible for conducting job site observations. Safety orientations are also provided to subcontractors and visitors accessing Willdan project sites to ensure that all individuals on site are informed of applicable safety requirements.

In 2025, Willdan significantly strengthened our Environment, Health, and Safety System by collaboratively implementing several measures at the corporate and operating unit levels. These measures included:

- ▶ Clearer description of safety functions, roles, and responsibilities
- ▶ Seamless integration and shared ownership of safety support across the organization
- ▶ Independent, external audits of field activities
- ▶ Increased senior manager participation in quarterly safety council meetings
- ▶ Increased worker participation in weekly tailgate meetings to improve workplace health and safety
- ▶ Review of safety initiatives and ongoing performance in quarterly operations meetings
- ▶ Addition of new safety resources (i.e., in-house employees and consultants)
- ▶ Preparation of supplemental safety manuals to facilitate field implementation
- ▶ Initial development of a rigorous training program customized for employee job functions (goal of implementing program in 2026)



These measures enhance our companywide safety culture and performance and reduce workplace incidents. We will continue to review these measures and additional opportunities to improve our approach on an ongoing basis.

### Health and Safety Platform

In January 2023, Willdan launched a cloud-based environment, health, and safety management platform, known as the Willdan Risk Management Information System, to enhance the way we manage workplace safety and regulatory compliance. The platform supports key safety processes across the organization, including incident reporting, investigation documentation, pre-mobilization inspections, safety observations, and corrective action tracking.

The system also provides real-time dashboards and analytics that allow management to monitor safety performance and identify trends that inform continuous improvement efforts. In addition, the platform includes a learning management module with a library of safety training resources and tools to track completion of required safety courses.

The Willdan Risk Management Information System also supports oversight of subcontractor safety compliance by tracking key documentation and verifying that subcontractors meet applicable safety requirements before accessing project sites. By integrating these capabilities into our safety management processes, the platform helps strengthen accountability and improve visibility into safety performance across our operations.

### Willdan WorkSafe Newsletter

Willdan publishes the WorkSafe Newsletter monthly to help promote safety awareness and encourage employee engagement in maintaining a strong safety culture. The newsletter provides practical safety guidance, highlights employees who demonstrate leadership in safety practices through our "Safety Star" recognition program, and shares real-world safety scenarios through interactive "find-the-hazard" exercises.

By providing regular safety communications and reinforcing best practices, the WorkSafe Newsletter helps keep safety "top of mind" across the organization and supports our broader efforts to integrate safety awareness into daily operations.

### Health and Safety Council

Willdan's Safety Council plays an important role in strengthening safety communication, collaboration, and oversight across the organization. The council convenes quarterly and includes representatives from across the organization as well as risk management professionals from our insurance partners.



These meetings provide a forum for discussing emerging safety topics, reviewing incident trends, and identifying opportunities to improve safety practices across our operations. Following each meeting, summaries and supporting materials are published on Willdan's intranet to ensure employees have access to the latest safety information and resources.

### Health and Safety Performance

The health and safety of our employees remain core priorities at Willdan. Safety oversight is supported through company safety policies, periodic communications (weekly, monthly, and quarterly), employee training, field audits, and ongoing monitoring of incident trends across our operations. We maintain a comprehensive safety program designed to identify, manage, and reduce workplace risks across our operations. Our approach includes safety training, incident reporting and investigation, and continuous monitoring of safety performance metrics to identify opportunities for improvement.

We track workplace safety using established industry metrics, including the Total Recordable Incident Rate (TRIR), the Days Away, Restricted, or Transferred Rate (DART rate), fatalities, and the National Council on Compensation Insurance (NCCI) Experience Modification Rate (EMR). TRIR measures the frequency of recordable workplace injuries and illnesses requiring medical treatment beyond first aid; the DART rate reflects incidents that result in lost workdays, restricted duties, or job transfers; and the EMR is the ratio of actual losses to the expected losses. Monitoring these indicators allows us to evaluate safety performance trends and strengthen our safety management practices.

#### Willdan's Safety Metrics

Year	TRIR*	DART Rate*	Fatalities*	EMR
2023	0.69	0.43	0	0.72
2024	0.49	0.40	0	0.74
2025	0.61	0.30	0	0.77
3-Year Average	0.60	0.38	0	0.74

\* TRIR, DART rate, and fatalities are OSHA-required safety metrics. TRIR and DART rate are calculated per 100 employees working 40 hours a week for 50 weeks, ensuring standardized comparison across companies.



While our 2025 TRIR and EMR increased and DART rate decreased compared with the prior year, our multi-year performance continues to reflect relatively low incident rates across our workforce. We regularly analyze incident data to identify contributing factors and implement targeted actions to reduce future risk. These efforts include reinforcing safety training, strengthening incident reporting processes, and promoting a culture where employees actively participate in identifying and addressing potential hazards.

We encourage employees to report hazards, near misses, and safety concerns so that potential risks can be addressed before incidents occur.

Willdan’s safety performance remains well above industry averages for comparable operations. According to available industry data, typical TRIRs and DART rates for comparable businesses<sup>6</sup> (i.e., our targets) range from 1.5 to 2.5 and 0.9 to 1.4, respectively, although comparisons should be interpreted with care due to differences in work activities and reporting practices to those of Willdan. For three years in a row, we have had zero fatalities. Finally, our EMRs have been consistently well below the industry average of 1.0, indicating superior performance.

Several hundred subcontractors with multiple specialty skills support Willdan’s fieldwork to execute a variety of projects nationwide. The table below presents the subcontractor NAICS codes and associated Bureau of Labor Statistics (BLS), TRIR, and DART rates, and actual number of fatalities. This table represents the risk that Willdan manages to safely execute field work when receiving subcontractor services.

We remain focused on continuous improvement and the long-term goal of preventing workplace injuries. Our safety program emphasizes proactive risk management, employee engagement, and ongoing evaluation of our health and safety management practices, including consideration of frameworks such as **ISO 45001** (Occupational Health and Safety Management Systems).

In 2025, we conducted independent, external audits by industry risk management professionals of our field activities at four sites and implemented the recommendations of the auditors across company operations, as applicable and appropriate. Additionally, our ISO 14001 certifications include independent internal and external audits of several safety practices to be implemented, including the emergency response management system. This system includes an emergency action plan, training, preparedness, test schedule, and test record, and covers earthquakes, tornadoes, flash floods, fire, and more.

<sup>6</sup> US Bureau of Labor Statistics (2024, November 8). Injuries, Illnesses, and Fatalities. Table 1. Incidence rates of nonfatal occupational injuries and illnesses by industry and case types, 2023. <https://www.bls.gov/web/osh/table-1-industry-rates-national.htm>

NAICS Code (Specialty)	Year	TRIR*	DART Rate*	Fatalities (Actual)
<b>23713 (Power &amp; Communication)</b>	2023	1.6	0.9	0
	2024	1.5	0.9	
	2025	N/A	N/A	
<b>23815 (Glass/Glazing)</b>	2023	2.5	1.7	0
	2024	2.7	1.5	
	2025	N/A	N/A	
<b>23821 (Electrical)</b>	2023	2.0	1.3	0
	2024	1.8	1.1	
	2025	N/A	N/A	
<b>23822 (HVAC)</b>	2023	2.9	1.9	0
	2024	3.0	1.7	
	2025	N/A	N/A	
<b>23891 (Excavation)</b>	2023	1.9	1.2	0
	2024	1.5	1.1	
	2025	N/A	N/A	
<b>23899 (Crane Operation)</b>	2023	1.7	1.2	0
	2024	1.6	0.9	
	2025	N/A	N/A	

\*Source: BLS data for 2023 and 2024. BLS has not yet published the TRIR and DART rates for 2025.

# I GOVERNANCE

# GOVERNANCE

## GOVERNANCE FRAMEWORK AND BOARD OVERSIGHT

Willdan's Board of Directors provides oversight of our strategy, risk management, and governance practices, with a focus on long-term shareholder value and accountability.

The Board is composed of directors with relevant experience across utilities, engineering, technology, and finance, supporting effective oversight of Willdan's operations and strategic direction. A majority (five of seven) of the directors are independent under Nasdaq listing standards. The Chief Executive Officer and the Board Chairman are not independent. Three of the seven directors have joined the Board since 2021, reflecting ongoing board refreshment.

The Board operates through four standing committees, each governed by a written charter:

- ▶ [Audit Committee](#)
- ▶ [Nominating and Governance Committee](#)
- ▶ [Compensation Committee](#)
- ▶ [Strategy, Mergers and Acquisitions Committee](#)

All members of the Audit, Compensation, Nominating and Governance, and Strategy, Mergers and Acquisitions Committees are independent.

The Board oversees enterprise risk management, including financial, operational, regulatory, and cybersecurity risks. Primary responsibility for risk oversight resides with the Board, with specific risk areas delegated to committees, including financial risk (Audit Committee) and compensation-related risk (Compensation Committee). Management provides regularly scheduled and as-needed updates to the Board and its committees on risk exposures, mitigation strategies, and internal control effectiveness.

The Nominating and Governance Committee oversees governance-related ESG matters, while the Audit Committee oversees compliance and risk-related topics, including cybersecurity and internal controls.

## BUSINESS ETHICS AND COMPLIANCE

We are committed to operating with honesty and integrity and to maintaining the highest level of ethical conduct. Willdan maintains a comprehensive ethics and compliance program designed to promote lawful and ethical conduct across all operations. Our [Code of Ethical Conduct](#) applies to all directors, officers, and employees and is reviewed and acknowledged annually.

We encourage stakeholders to visit the Corporate Governance section on our investor relations website at [ir.willdangroup.com/corporategovernance](http://ir.willdangroup.com/corporategovernance), to view our Governance Documents including:

- ▶ [Code of Ethical Conduct](#)
- ▶ [Insider Trading Policy](#)
- ▶ [Stock Ownership Guidelines](#)

Willdan maintains policies and procedures to identify, disclose, and manage conflicts of interest and to ensure compliance with applicable laws and regulations, including the Sarbanes-Oxley Act and Nasdaq listing standards.

A confidential Ethics Hotline, administered by an independent third party, is available to employees and external stakeholders. Reports related to accounting, internal controls, or auditing matters are reported directly to the Chair of the Audit Committee. Hotline reports are tracked, investigated, and routinely summarized for the Audit Committee. We enforce a strict non-retaliation policy for good-faith reporting.



Willdan conducts regular compliance risk assessments and internal audits to evaluate adherence to legal and regulatory requirements and the effectiveness of internal controls. Findings from these reviews are reported to senior management and the Audit Committee, and they are used to enhance policies, training, and control processes.

### Anti-Corruption and Third-Party Risk Management

Willdan prohibits bribery, corruption, and unethical business practices in all forms. We conduct risk-based, anti-corruption due diligence on third-party partners – including suppliers, subcontractors, and consultants – to confirm alignment with our Code of Ethical Conduct and anti-bribery policies. Ongoing monitoring and regular reassessments are performed to identify and address potential risks or red flags within our third-party relationships.

Prior to engagement, all third-party partners undergo screening for sanctions, reputational risks, and prior misconduct. This diligence process is reinforced by contract provisions requiring compliance with Willdan’s ethical standards and anti-corruption laws, such as the US Foreign Corrupt Practices Act, and ongoing monitoring. Our rigorous approach underscores Willdan’s dedication to ethical business practices throughout the value chain and helps safeguard the integrity of our operations and supplier network.

### RISK MANAGEMENT, BUSINESS CONTINUITY, AND RESILIENCE

Willdan maintains enterprise risk management processes designed to identify, assess, and mitigate risks that may affect the Company’s operations, financial performance, and reputation.

Key elements of our risk management framework include the Willdan Risk Management Information System, Emergency Action Plan, and Business Continuity Plan, which support the identification,

monitoring, and mitigation of enterprise risks. Business continuity and disaster recovery plans are routinely reviewed and updated. These plans include defined escalation protocols, scenario planning, and testing of critical functions.

Risk management responsibilities are embedded across operating units, with oversight cascading from executive leadership to business lines. Management is responsible for implementing risk management processes, with oversight provided by the Board and its committees. These processes support preparedness for a range of risks, including operational disruptions, cybersecurity threats, and emerging risks like climate-related events.

### CUSTOMER RELATIONS

Willdan has a customer-first mindset, so customer trust and satisfaction are central to our governance strategy. We are committed to upholding the highest standards of integrity, transparency, and accountability in every customer interaction. Our double-materiality assessment showed that customer relations (i.e., ethical business practices, data protection, and responsible delivery of meaningful outcomes and services) are of the highest priority to our business and are essential to building long-term relationships.

Our engineering, consulting, and energy solutions are designed to help customers improve power grid resiliency, reduce emissions, lower energy costs, achieve sustainability goals, and enhance civil infrastructure – without compromising safety, operational performance, or financial results.

To understand evolving customer needs, we actively solicit feedback through relationship surveys and engagement tools that monitor satisfaction and performance. This feedback informs our continuous improvement efforts and the creation of comprehensive, innovative, cost-effective, impactful, future-ready solutions. We track key performance indicators related to customer experience (e.g., Net Promoter Score) as part of our commitment to responsible, results-driven service delivery.



### Policy on Research, Analysis, and Consulting Practice

Willdan is committed to conducting all research, analysis, and consulting services with integrity, independence, and professionalism. Our work is based on rigorous data, sound engineering methods, and industry best practices. We avoid conflicts of interest, uphold transparency in our methodologies, and adhere to applicable ethical and professional standards to ensure objective, reliable outcomes for our clients and communities.

Willdan’s policies emphasize transparency, impartiality, and accuracy in all research, analysis, consulting, and advice we deliver to customers. Our processes and practices are designed to ensure that new work does not compromise existing work or relationships. Through data-driven, unbiased advice and active management of potential conflicts of interest, we protect our independence and integrity. This impartiality makes us trusted advisors across a wide range of viewpoints.

Employees are trained to recognize and avoid potential conflicts of interest, and projects are assigned to qualified teams led by subject matter experts. Internal peer reviews, due diligence on collaborators, and regular project evaluations help maintain our high standards. We also gather and incorporate customer and stakeholder feedback across our research, analysis, and consulting practices to drive continuous improvement and ensure consistency and quality.

## Additional Measures to Ensure Quality and Integrity

In addition to the previously mentioned measures taken for ethical business conduct and performance tracking, Willdan also takes deliberate steps to ensure that all of our research, analysis, and consulting services are delivered with integrity, accuracy, and independence.

- ▶ **Quality Assurance:** We apply robust peer review and internal quality control processes to validate that work is technically accurate, compliant with regulatory standards, and consistent across engagements.
- ▶ **Professional Standards and Training:** Our staff maintain relevant engineering and professional certifications, and they participate in regular training for ethics, compliance, and technical excellence.
- ▶ **Conflict of Interest Controls:** We uphold policies requiring disclosure and management of potential conflicts of interest to preserve the independence of our consulting and program/project development and execution.
- ▶ **Transparency and Stakeholder Engagement:** We clearly document methodologies and assumptions in our deliverables and seek feedback from clients, regulators, and community stakeholders to refine and improve outcomes.
- ▶ **Governance and Oversight:** Quality, risk, and compliance practices are overseen by senior management, supporting accountability and alignment with Willdan's enterprise risk management framework.
- ▶ **Performance Monitoring:** Key quality and compliance indicators, including client feedback and project performance metrics, are reviewed to support continuous improvement.
- ▶ **Issue Escalation and Remediation:** We maintain defined protocols for escalating, investigating, and addressing quality or compliance issues, including corrective actions as appropriate.

## CYBERSECURITY AND DATA PROTECTION

Willdan maintains a cybersecurity program designed to identify, assess, and mitigate risks to our systems and data. Our information security management system is ISO/IEC 27001 and SOC 2 (Type 2) certified and has centralized governance covering 100% of relevant operations. Through these certifications, Willdan provides assurance to our utility partners, customers, subcontractors, and communities that we apply the highest international standards in managing information security risks.

Key elements of our cybersecurity program include:

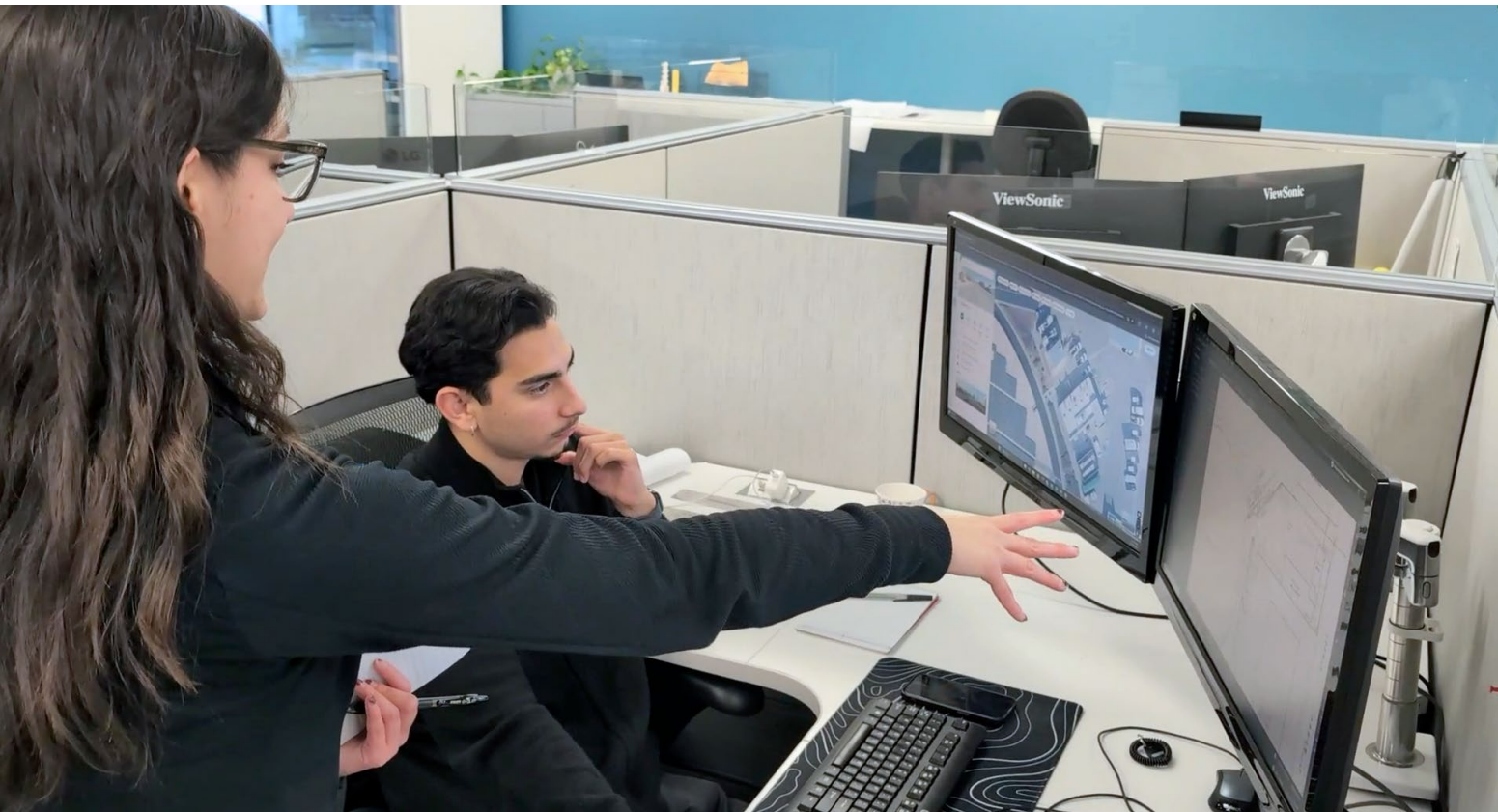
- ▶ Continuous risk assessments and monitoring
- ▶ Layered security controls and access management
- ▶ Incident response and escalation procedures
- ▶ Use of internal expertise and specialized external partners
- ▶ Ongoing cybersecurity and privacy awareness training

The program is led by dedicated management professionals and supported by specialized and key external partners.

Willdan also maintains procedures to manage risks associated with outsourced data processing. Third-party service providers are subject to security due diligence, contractual data protection requirements, and ongoing oversight to ensure they adhere to applicable information security and confidentiality standards.

The Board oversees cybersecurity risk as part of its broader risk oversight responsibilities and receives updates (at least annually and as needed) on the threat environment, control effectiveness, and incident response preparedness. Significant cybersecurity incidents are escalated to executive management and the Board when appropriate.





### Responsible Use of Technology

Willdan evaluates emerging technologies, including AI and cloud infrastructure, within our existing governance and risk management frameworks. AI use is subject to oversight by senior management and cross-functional stakeholders. Our AI governance structures align applications with ethical standards, business objectives, and regulatory requirements.

Our AI use complies with applicable laws, protects sensitive information, and aligns with Willdan’s ethical standards. Human oversight remains an integral component of decision-making where AI tools are used.

Willdan uses cloud infrastructure for data management. Our platforms are used internally or offered as a service to customers. Cloud resources provide increased scalability, reliability, and security for Willdan operations.

## RESPONSIBLE BUSINESS PRACTICES

Willdan maintains processes and controls that support the quality, accuracy, and independence of our consulting and engineering services. These include internal quality assurance procedures, peer-review processes, employee training and certification requirements, and controls that identify and manage conflicts of interest. Methodologies and assumptions are documented as appropriate, and stakeholder feedback is incorporated to support continuous improvement.

### Public Policy and Political Activity

Political contributions, lobbying, and direct participation in public policymaking are not material components of our business strategy.

Employees may engage in political activities in a personal capacity, but they may not represent Willdan without prior authorization. The use of Willdan’s funds, assets, or resources for political purposes is prohibited unless explicitly approved and in compliance with applicable laws.

### Government Relations and Tax Practices

Willdan primarily operates under regulated utility contracts funded by US ratepayers and by state and local governments. Our financial interactions with government entities are limited to tax obligations and competitively awarded service contracts.

Willdan does not receive direct government financial assistance, subsidies, or grants. If such assistance were received in the future, we would disclose it in accordance with applicable reporting requirements.

Willdan complies with all applicable federal, state, and local tax laws and regulations. We are committed to responsible and transparent tax practices and to not pursuing aggressive tax avoidance strategies or tax havens that artificially shift profits, including international tax structuring, tax base erosion, or transfer pricing practices.

### Human Rights and Supply Chain Oversight

Willdan maintains policies and practices designed to support fair labor standards, safe working conditions, and responsible business conduct.

We incorporate compliance requirements into subcontractor agreements and conduct periodic reviews of subcontractor practices. Willdan also conducts periodic human rights risk reviews, including assessments of program accessibility for underserved communities. Mechanisms are in place to receive and address stakeholder feedback related to program delivery and accessibility.





### Stakeholder Engagement

Willdan continually engages with a wide range of internal and external stakeholders, including shareholders, employees, customers, and communities, to inform our governance and business practices (e.g., materiality of sustainability topics). We believe that proactive, transparent engagement with our stakeholders is essential to maintaining strong governance, fostering trust, and driving long-term value. Our approach to stakeholder engagement is to engage in open dialogue, respond to investor priorities, and align with best-in-class governance practices. We remain committed to refining our engagement strategies to enhance transparency and accountability as stakeholder expectations evolve.

Senior management regularly engages investors on topics including strategy, governance, environmental and social issues, executive compensation, and risk management. Feedback from these engagements is communicated to the Board and relevant committees and considered in governance, compensation, and strategic decision-making processes. In addition to senior management, members of our Compensation Committee are available for consultation when requested. These engagements help us understand our investors' priorities and inform strategic decisions.

# I APPENDIX

# APPENDIX

## WILLDAN GREENHOUSE GAS (GHG) EMISSIONS CALCULATION METHODOLOGY

Willdan's GHG emissions calculations were completed internally by energy consultants who work with organizations on energy policy matters. The structure of Willdan's emissions calculations was based on the Greenhouse Gas Protocol's Corporate Standard Revised Edition<sup>7</sup>.

We began reporting our tracked GHG emissions inventory in 2022 and have continued to improve and expand our metrics and transparency. In 2022, we committed to taking necessary steps to report on Scope 3 emissions, which include employee commuting and business travel by plane and car rental.

In our previous effort, while we reported Scope 1 and Scope 2 emissions for 2020, 2021, and 2022, we did not explicitly identify 2020 as the base year. To eliminate any artifact associated with the business activity during and immediately after COVID, we are now using 2023 as the base year and are reporting Scope 1, Scope 2, and Scope 3 emissions.

### Scope 1 Emissions (Vehicular Emissions)

- ▶ Calculated the mileage for each Willdan vehicle (owned/leased) for 2023 (base year), 2024, and 2025 using odometer data.
- ▶ Used edmunds.com and the VIN, to identify the vehicle features (e.g., make, model, year, front-wheel/all-wheel drive, 2/4/6/8 cylinders, etc.).
- ▶ Used fueleconomy.gov and the vehicle features to capture the GHG emission estimate for each vehicle (reported as CO<sub>2</sub>e/mile).
- ▶ Multiplied the mileage for a given year and the CO<sub>2</sub>e/mile for a given vehicle to calculate the CO<sub>2</sub>e from that vehicle.
- ▶ Above approach was independently verified using the United States Environmental Protection Agency (US EPA) fuel-based emission estimate approach for a portion of the vehicle inventory<sup>8</sup> as outlined below.
- ▶ Fueleconomy.gov was used to obtain the US EPA fuel economy factor (miles/gal) for a given vehicle.
- ▶ Fuel consumption was calculated by dividing the mileage by the fuel economy factor (i.e., mileage/fuel economy factor).
- ▶ The fuel consumption data was used to determine the GHG emissions reported as mtCO<sub>2</sub>e.
- ▶ The estimates remained the same regardless of the approach used.
- ▶ Note: We could not use the US EPA fuel-based approach because we do not have fuel consumption data.

### Scope 2 Emissions (Electricity Consumption from Office Spaces)

- ▶ Collected and tabulated companywide site data, including location and total square footage.
- ▶ Calculated an occupancy factor for each site per year based on actual site operation (i.e., an office occupied for one-quarter of the year would have an occupancy factor of 0.25).
- ▶ Mapped each site's physical location to a US Climate Zone using American National Standards Institute (ANSI)/American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) Standard 169-2021<sup>9</sup>.
- ▶ Established an average electricity energy intensity in kWh/SF/yr for each site based on its principal building activity (e.g., office, warehouse) and climate zone using the latest version of the US Energy Information Administration Commercial Buildings Energy Consumption Survey<sup>10</sup>.
- ▶ Calculated total annual electricity consumption for each site by multiplying the electricity energy intensity by the square footage and by the occupancy factor.
- ▶ Established an average electricity emissions rate in pounds of carbon dioxide equivalent per megawatt-hour (CO<sub>2</sub>e/MWh) for each site using the latest release of the US EPA Emissions & Generation Resource Integrated Database<sup>11</sup>.
- ▶ Calculated total GHG emissions for each site by multiplying the annual electricity consumption by the electricity emissions rate.
- ▶ Calculated the total company Scope 2 emissions by adding the total GHG emissions for each site by year.

### Scope 3 Emissions (Business Travel)

For business travel, the source for all factors was the "UK Government GHG Conversion Factors for Company Reporting version 1.0"<sup>12</sup> for 2025. Emission factor details have been included below:

- ▶ For hotels, we used the US factor for per-night emissions. We multiplied this by the number of hotel nights incurred by our operations as recorded by our expense tracking system.
- ▶ For mileage from personal car use, we used the per mile emissions factor for petrol (gasoline) upper-medium cars. This was multiplied by the miles recorded in our expense tracking system.
- ▶ For auto rentals, we estimated the emissions based on the emissions per dollar spent on personal car mileage. Because the cost per mile for a rental is typically higher than the reimbursement for personal car mileage, we believe this estimate is conservatively high.
- ▶ For emissions from rideshare or taxi services, we used the same approach as for auto rentals, which we again believe produces a conservatively high estimate. The only change for this was that we used the emissions factor for an average rideshare vehicle.

For airline travel, we used the factor for short-haul passenger flights to calculate the emissions. We then obtained the number of trips from our expense tracking system, estimated the number of passenger miles traveled using the US business travel average of 816 miles per one-way trip<sup>13</sup>, and multiplied these together to estimate the emissions related to airline travel.

<sup>7</sup> World Business Council for Sustainable Development and World Resources Institute (2004, March). A Corporate Accounting and Reporting Standard - Revised Edition. <https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf>

<sup>8</sup> United States Environmental Protection Agency (2024, November). Greenhouse Gas Equivalencies Calculator. Greenhouse Gas Equivalencies Calculator | US EPA. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

<sup>9</sup> ASHRAE. 2021. ANSI/ASHRAE Standard 169-2021. Climatic Data for Building Design Standards. American Society of Heating, Refrigerating, and Air-Conditioning Engineers, Inc. Peachtree Corners, GA.

<sup>10</sup> United States Energy Information Administration (EIA) (2022, December 21). Commercial Buildings Energy Consumption Survey (CBECS). U.S. Energy Information Administration - EIA - Independent Statistics and Analysis. <https://www.eia.gov/consumption/commercial/data/2018/>

<sup>11</sup> United States Environmental Protection Agency (2025, January 17). eGRID2023\_Data\_Rev1. Detailed Data | US EPA. [https://www.epa.gov/system/files/documents/2025-01/egrid2023\\_data\\_rev1.xlsx](https://www.epa.gov/system/files/documents/2025-01/egrid2023_data_rev1.xlsx)

<sup>12</sup> Department for Energy Security and Net Zero (2025, June 10). UK Government GHG Conversion Factors for Company Reporting, V1.0. Greenhouse gas reporting: conversion factors 2025 - GOV.UK. <https://assets.publishing.service.gov.uk/media/6846a4e-6d25e6f6afd4c0180/ghg-conversion-factors-2025-condensed-set.xlsx>

<sup>13</sup> U.S. Department of Transportation (2011, December 22). U.S. Business Travel. U.S. Business Travel | Bureau of Transportation Statistics. [https://www.bts.gov/archive/publications/america\\_on\\_the\\_go/us\\_business\\_travel/entire](https://www.bts.gov/archive/publications/america_on_the_go/us_business_travel/entire)

## ABOUT THIS REPORT

This report focuses on Willdan’s internal operations and extends to our supply chain, business partners, and the communities we serve nationwide. All data presented has been collected by Willdan employees. Where applicable, estimates are clearly noted and assumptions are clearly stated in the report. We recognize the responsibility inherent in presenting this information and are committed to continuous improvement in the accuracy, transparency, and completeness of our reporting. In particular, we continue to strengthen our data collection processes with our business partners and customers so that our disclosures are increasingly robust in future reports.

## FORWARD-LOOKING STATEMENTS

CAUTIONARY STATEMENTS RELEVANT TO FORWARD-LOOKING INFORMATION FOR THE PURPOSES OF “SAFE HARBOR” PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995.

All written and oral forward-looking statements attributable to Willdan, or persons acting on its behalf, are expressly qualified in their entirety by the cautionary statements and risk factors disclosed from time to time in Willdan’s reports filed with the Securities and Exchange Commission, including, but not limited to, the Annual Report on Form 10-K filed for the year ended January 2, 2026, as such disclosures may be amended, supplemented or superseded from time to time by other reports Willdan files with the Securities and Exchange Commission, including subsequent Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q or Current Reports on Form 8-K. Willdan cautions investors not to place undue reliance on the forward-looking statements contained in this report. Willdan disclaims any obligation to, and does not undertake to, update or revise any forward-looking statements in this report unless required by law.

## ADDITIONAL INFORMATION

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