



SUSTAINABILITY REPORT

2024

Issued May 2025





GROWING TOGETHER

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CEO LETTER

We’re issuing this report as we conclude the celebration of Willdan’s 60th anniversary. As we’ve continued to grow, our dedication to doing right by our employees and the communities we serve remains strong.

Sustainability is at the heart of our business. It is embedded in our mission, our daily decisions, our customers’ goals, and the services we provide. We help customers save energy, improve resiliency, transition energy sources, and modernize grids, city infrastructure, and buildings. Our commitments and the nature of our work align with the United Nations Sustainable Development Goals, the United Nations Global Compact and its guiding principles, and the Science Based Targets initiative.

Since the publication of our 2022 Sustainability Report, we have made meaningful strides in our Environmental, Social, and Governance (ESG) initiatives. Highlights of our progress include:

- ▶ Our services to customers resulted in avoiding 100x more greenhouse gas emissions than we generated as a company.
- ▶ We established targets to reduce Scope 1, Scope 2, and Scope 3 emissions and identified actions to meet them.
- ▶ Our headquarters office in Anaheim, CA, achieved ISO 14001 (Environmental Management System) certification.
- ▶ We received valuable feedback from a record number of our employees, leading to innovative improvements in our communication, collaboration, and professional development.
- ▶ The Willdan Clean Energy Academy, our workforce training program, has grown nationwide.
- ▶ Many employees organized and participated in volunteer efforts for their community as part of a companywide Give Back Day in 2024.

- ▶ Our leadership conducted a double materiality assessment in line with global standards to guide the focus and breadth of our sustainability reporting.

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

- ▶ Pursue ISO 14001 certification across more offices.
- ▶ Standardize science, technology, engineering, and mathematics outreach efforts to offer a STEM component in delivering more projects.
- ▶ Increase the number of employees who participate in company-sponsored continuing education and professional development programs.
- ▶ Establish national opportunities for volunteering and in-kind giving.
- ▶ Continue to foster a best-in-class culture for corporate citizenship and sustainability stewardship.

In addition to these steps, we will systematically enhance our ESG framework over the next year with the goal of becoming an ESG leader in our industry. As we grow – adding new teams, locations, and capabilities – we will continue integrating ESG considerations into our operations to support long-term resilience and greater impact.



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 efficiency, engineering, and software consulting. 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

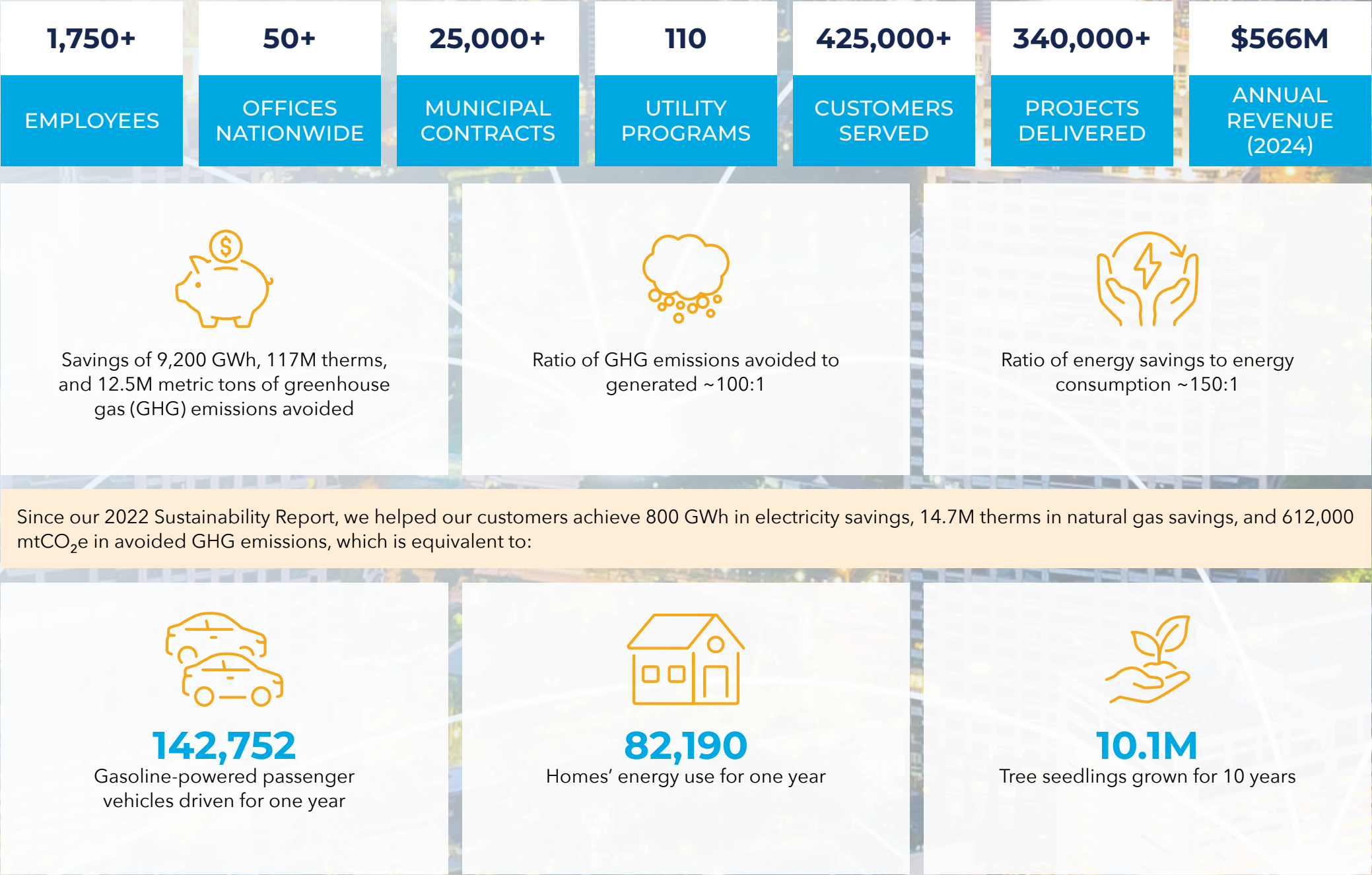
- Problem solvers committed to global stewardship
- Built for change
- Proud of our reputation for high-quality work and customer success
- Lead with our people
- Stronger together

OUR MARKETS

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

OUR SERIVCES

- Policy, Data Analytics, & Software
- Engineering
- Program & Project Management





ESG HIGHLIGHTS

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE HIGHLIGHTS

This matrix presents some of our most significant Environmental, Social, and Governance (ESG) accomplishments/initiatives since our 2022 Sustainability Report.

ENVIRONMENTAL

SOCIAL

GOVERNANCE

Issued company-wide Environmental Policy

Updated and published Human Rights Policy

Completed double materiality assessment to prioritize ESG topics

Established individual targets for Scope 1, Scope 2, and Scope 3 emissions

Celebrated the 1,100th graduate of the Willdan Clean Energy Academy

Strengthened enterprise risk management strategy, focusing on cybersecurity and responsible use of AI

Achieved ISO 14001 Certification for Corporate Headquarters

Launched cloud-based Environment, Health, and Safety platform

Signed commitment to United Nations Global Compact



MATERIALITY ASSESSMENT

Materiality Matrix



OUR MATERIALITY ASSESSMENT

We periodically conduct a materiality assessment so our reporting reflects what matters most to our stakeholders. In 2024, we aligned our materiality assessment with the latest industry practices and global standards and guidance (e.g., Global Reporting Initiative, International Sustainability Standards Board, and Corporate Sustainability Reporting Directive) by conducting a **double materiality assessment**, which evaluated both financial and impact materiality. 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.

After a close review of 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, we have identified a broad range of material topics that represent the interconnection between financial and impact materiality.

Our assessment process involves continually engaging with a wide range of internal and external stakeholders. This includes employees, investors, customers, regulators, and community members. We gather 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 topic list and relative positioning, deeming them to be accurate representations of sustainability themes for Willdan.

The topics we identified, assessed, and validated serve as the foundation for shaping our business strategy, guiding our ESG reporting, and maintaining transparency and accountability in our operations. Each topic is explored throughout this report.

This assessment has also informed us of the selection of key metrics that we use to set specific goals, provide transparency to shareholders, and track our progress. We plan to review our materiality topics annually and to periodically update our materiality assessment to ensure it remains relevant and effective.



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 UNGC principles**, and (2) **the UN Sustainable Development Goals**, a global framework established in 2015 to drive collective action on the world’s most pressing challenges. 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 UNGC principles and the UN Sustainable Development Goals 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](#) 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 UNGC principles and the UN Sustainable Development Goals.

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



SUSTAINABILITY COMMITMENTS

OUR SUSTAINABILITY COMMITMENTS

Willdan’s commitments directly align with our vision, mission, values, and the input from our double materiality assessment. They are put in place through policies, procedures, and programs, and are tracked 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 the 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 support our customers’ requirements to the shift toward a low-carbon future.
- ▶ Playing a meaningful role in supporting **climate change mitigation**. We have embraced a science-based target for our GHG emissions in line with some of the most stringent standards, designed to limit global warming to 1.5°C. In addition to reducing our Scope 1 and Scope 2 emissions, we are targeting to reduce our Scope 3 emissions (emissions from our value chain).



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 and 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, ensuring they can 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 also with external partners, such as suppliers, vendors, and nonprofit organizations.

GOVERNANCE

- ▶ Operating with integrity and uncompromising **business ethics and compliance**. We adhere to legal regulations and uphold moral principles in all aspects of our operations, including following internal policies and acting responsibly toward stakeholders.
- ▶ 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, 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. Since our 2022 Sustainability Report, we have accomplished multiple environmental milestones:

- ▶ **Issued an [Environmental Policy](#) in April 2025**, providing our commitments, environmental objectives, and strategies to continue reducing our environmental footprint and pollution.
- ▶ **Achieved ISO 14001 Certification in April 2025** for our Environmental Management System in our headquarters in Anaheim, CA.

We intend to implement the principles and practices of our Environmental Policy and Environmental Management System 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, so we have little control over the source of energy and measurement of energy use and reduction 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 policy.

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, we have minimal to no direct impact on biodiversity across our operations.

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. 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 due to the absence of owned assets or manufacturing. 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, with the majority of our emissions stemming from 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.

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 System.

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 the global efforts to achieve net-zero emissions by 2050¹ and a Science Based Targets initiative (SBTi) of limiting global warming to 1.5°C by 2050².
- ▶ 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 will review this policy annually to assess its effectiveness and, if necessary, amend and reissue 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 electric grid resilience. As implementers of more than 100 energy efficiency programs, we have had a long-lasting, positive environmental impact on various sectors, including utilities, campuses, and public organizations, demonstrating versatility and expertise in energy management.

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 325,000 energy-saving projects, leading to approximately 9,200 GWh in electricity savings and 117M therms in natural gas savings.
- ▶ Securing over \$1.4 billion in utility incentives and rebates, benefiting electricity end-users by reducing the overall cost of energy efficiency initiatives.
- ▶ Developing and advancing software (e.g., LoadSEER, B3 Benchmarking, NEO, Weidtspace, 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 for the delivery of 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 have to be flexible in meeting the rapidly increasing energy demand through a combination of renewable and conventional energy sources. We are committed to advancing the customer-driven 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 support our customer requirements to the shift toward a lower-carbon future. We have designed and implemented hundreds of energy transition and decarbonization projects (e.g., energy efficiency, plant optimization, solar and battery energy storage systems, heat pumps, far infrared heating) for customers in various sectors.

On behalf of states, cities, utilities, non-profit organizations, and other institutions, we have conducted studies that inform policies, resource procurements, and infrastructure planning in support of a cleaner energy transition. Recent examples include:

- ▶ An analysis of the grid impacts of the data center boom in Virginia.
- ▶ Rate design studies to align with decarbonization goals in Massachusetts.
- ▶ A wind integration study for Alaska’s Railbelt utilities.
- ▶ An integrated system plan for Arizona’s Salt River Project.
- ▶ A distributed energy resource cost/benefits report for Illinois.

1 United Nations. Net Zero Coalition | United Nations. <https://www.un.org/en/climatechange/net-zero-coalition> Accessed 2025, May 1.
2 Science Based Targets initiative (2021, July 15). Climate Ambition: SBTi raises the bar to 1.5°C. Climate Ambition: SBTi raises the bar to 1.5°C – Science Based Targets. <https://sciencebasedtargets.org/news/sbti-raises-the-bar-to-1-5-c>



The Willdan Clean Energy Academy (WCEA) is a training program that stemmed from a partnership with a major electric and gas utility (Con Edison) and a team of small, local minority-owned businesses. Its 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., building decarbonization, lighting systems, HVAC systems, energy benchmarking and billing analysis, and transportation electrification).
- ▶ More than 1,100 participants graduated.
- ▶ 52% 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.

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

- ▶ 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.
 - ▶ Purchasing high-quality carbon offsets.
- ▶ 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 practice aligns with our commitment to helping global efforts to achieve the goal of net-zero emissions by 2050 and SBTi of limiting global warming to 1.5°C by 2050.
- ▶ 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 and Areas Where We Demonstrate Leadership

Our **Scope 1 emissions** primarily result from mobile 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:

- ▶ Reduced fleet fuel consumption and improved fleet fuel economy by opting for more fuel-efficient, hybrid, or electric replacement vehicles when retiring company vehicles or renewing their leases.
- ▶ 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 intend 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.

Our GHG Emissions and Emission Reduction Targets

We began tracking our Scope 1 and Scope 2 emissions in 2020 and Scope 3 emissions in 2023. Although our number of employees and net revenue have increased over the last five years, our GHG emissions went down during the last couple of years because of our GHG emission reduction strategy.

Willdan’s GHG Emissions (in mtCO₂e)

Reporting Year					
	2020	2021	2022	2023	2024
Scope 1	1,365	1,340	1,423	1,059	954
Scope 2	1,170	1,134	1,086	956	900
Scope 3	N/A - tracking commenced in 2023			1,455	1,491
Total	2,535	2,474	2,509	3,470	3,345

Our 2022 Sustainability Report did not identify a base year or set individual targets for Scope 1 and Scope 2 emissions. Due to this, and to eliminate any artifacts related to COVID (Years 2020-2022), we have now 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.

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 our targets meet or exceed the SBTi criteria that “require emissions reductions of 4.2% per year for targets that cover Scope 1 and Scope 2 emissions and emissions reductions of 2.5% per year for targets that cover Scope 1, Scope 2, and Scope 3 emissions.”³

Willdan’s emissions reduction targets reflect our commitment to meaningful climate action while accounting for future business growth. 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

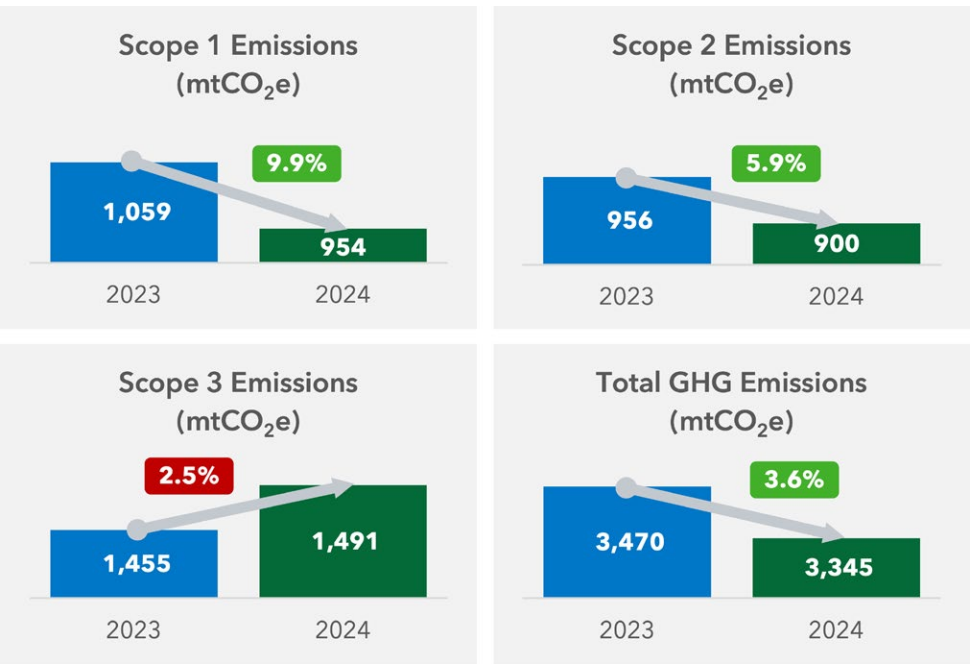
GHG Category	Base Year	Target Reduction by 2033	Average Annual Reduction Rate	Normalization Metrics
Scope 1	2023	50%	5%	Per employee, per \$ of net revenue
Scope 2	2023	50%	5%	Per employee, per \$ of net revenue
Scope 3	2023	25%	2.5%	Per employee, per \$ of net revenue
Total (Absolute)	2023	35%	3.5%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

Making Progress Toward Goals

Presented below are the overall and normalized GHG emissions by category for 2023 (our base year) and 2024. We are on track to meet our goals for all categories when normalized by headcount or revenue. When data is not normalized, we are on track for all goals, except for Scope 3 emissions. 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.

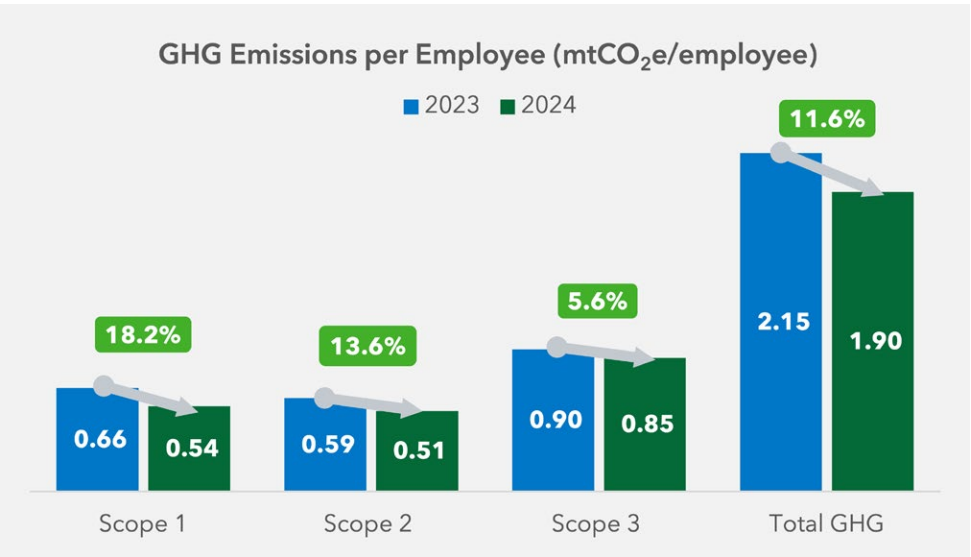
We are continuing to develop and enhance our ESG framework and to support an ESG culture among Willdan team members to continue to improve our performance as good corporate citizens. We will continue to refine our targets as data quality improves and industry benchmarks evolve. Progress will be reviewed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

GHG Emissions



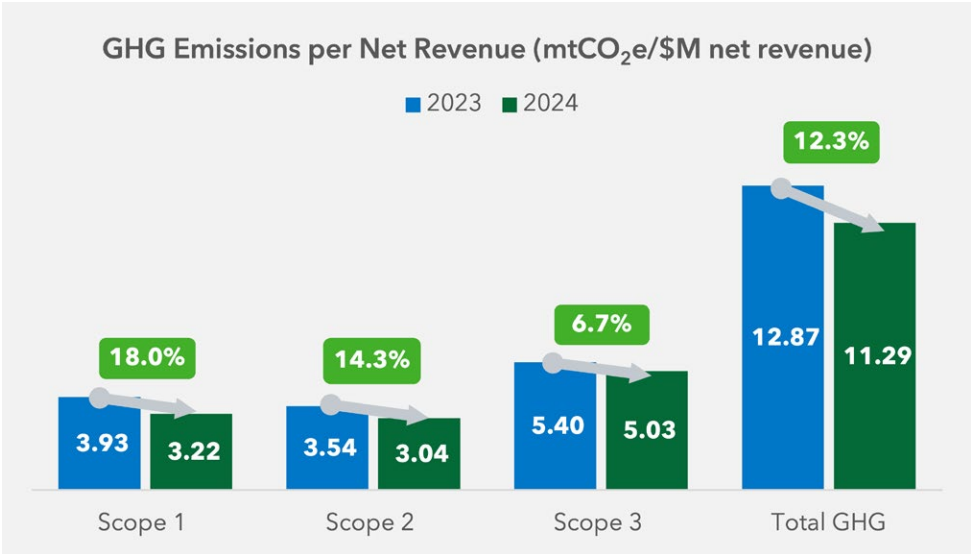
GHG Emissions Intensity

Willdan achieved year-over-year reductions in GHG emissions intensity across all scopes, reflecting improved operational efficiency and our commitment to sustainable growth. Our 2023 and 2024 GHG emissions per capita are less than 16% of the US per capita GHG emissions average for 2023.⁴



³ United States Environmental Protection Agency (2024, December 9). Target Setting. Target Setting | US EPA. <https://www.epa.gov/climateleadership/target-setting>
⁴ Tiseo, Ian (2025, February 18). Per capita carbon dioxide (CO₂) emissions from fossil fuels in the United States from 1970 to 2023. U.S. CO₂ emissions per capita 1970-2023 | Statista. <https://www.statista.com/statistics/1049662/fossil-us-carbon-dioxide-emissions-per-person/>

GHG Emissions Intensity



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

As shown in the chart below, in 2023 and 2024, **our GHG emissions represented about 1% of the GHG emissions we helped our customers avoid** through our energy management support services.

	2023		2024	
	mtCO ₂ e	%	mtCO ₂ e	%
Willdan’s Total GHG Emissions	3,470	1.2*	3,345	1.1*
Willdan’s Total Customer GHG Emissions Avoided	297,051		315,368	

* Willdan’s GHG Emissions as % of Total Customer GHG Emissions Avoided

Annual Electricity Use and Use Intensity

Electricity consumption decreased from 2023 to 2024:

- ▶ kWh: -6%
- ▶ kWh/\$M net revenue: -14%
- ▶ kWh/employee: -13%

	2020	2021	2022	2023	2024
Electricity Consumption (kWh)	3,956,700	3,411,170	3,235,650	3,259,540	3,078,670
Net Revenue (\$M)	\$195	\$202	\$227	\$270	\$296
Total Number of Employees	1,353	1,560	1,491	1,616	1,761
Electricity consumption per net revenue (kWh/\$M)	20,290	16,890	14,250	12,070	10,400
Electricity consumption per employee (kWh/employee)	2,924	2,187	2,170	2,017	1,748
Notes	Widespread remote work (COVID)	COVID-related impact	Transition year	Base year	Increased headcount & office use

* 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.

Annual Gas Use and Use Intensity

Natural gas consumption decreased from 2023 to 2024:

- ▶ Therms: -4%
- ▶ Therms/\$M net revenue: -13%
- ▶ Therms/employee: -12%

	2020	2021	2022	2023	2024
Gas Consumption (therms)	55,160	49,010	46,310	49,300	47,230
Net Revenue (\$M)	\$195	\$202	\$227	\$270	\$296
Total Number of Employees	1,353	1,560	1,491	1,616	1,761
Gas Consumption per Net Revenue (therms/\$M)	282.9	242.6	204.0	182.6	159.6
Gas Consumption per Employee (therms/employee)	40.8	31.4	31.1	30.5	26.8
Notes	Widespread remote work (COVID)	COVID-related impact	Transition year	Base year	Increased headcount & office use

Willdan’s Energy Savings for Customers vs. Willdan’s Energy Consumption

- ▶ Electricity savings / Electricity consumption increased 10% from 2023 to 2024
- ▶ Natural gas savings / natural gas consumption increased 11% from 2023 to 2024

	2020	2021	2022	2023	2024
Gas Savings (therms)	4.8M	5.0M	7.1M	8.1M	8.6M
Gas Savings / Gas Consumption	87	102	153	164	182
Electricity Savings (kWh)	373.5M	417.5M	374.3M	398.9M	415.8M
Electricity Savings / Electricity Consumption	94	122	116	122	135

From 2023 to 2024, Willdan’s total energy use declined by 5.1%, from 4.70M kWh to 4.46M kWh. In that time, our energy use intensity per net revenue and per employee fell by 13.5% and 12.9%, respectively. Willdan will continue to strive to conserve energy in our offices and worksites by implementing energy-saving practices. These practices include energy-efficient lighting, occupancy/motion sensors, and programmable thermostats to reduce our energy use and use intensity by 10% by 2033.

Strategies to Reduce Our Energy Use and Use Intensity

- ▶ Use energy-efficient IT and office equipment that automatically shuts off with prolonged inactivity
- ▶ Negotiate energy-efficient fixtures and options into new leases or lease renewals
- ▶ Discuss HVAC maintenance with building management to avoid leaks or inefficiencies

Water Conservation and Wastewater Discharge

Our office space is leased within multi-tenant commercial buildings, so we neither have direct control over utility infrastructure nor are we billed for water use and wastewater discharge. As we do not receive prorated water or wastewater bill, metrics for their reduction can only be estimated. We ask the building owner(s) to have water conservation devices installed, and we encourage prudent use of water. 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 factor accounting for growth.

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 most locations, and we encourage employees to minimize single-use items and to follow responsible disposal practices.

Our teams prioritize the limiting of waste generation and then reuse or recycle 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.

We aim to strengthen our internal waste reduction practices and employee awareness, focusing on these 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.



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, with a focus on 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

At Willdan, we prioritize open communication and continuous improvement by actively listening to our colleagues and incorporating their feedback into our workplace strategies. In 2024, this commitment was reflected in our fourth annual Employee Engagement Survey, which saw 83% employee participation. Of those respondents, 77% reported positive sentiments on engagement-related questions, reflecting a strong connection to their work and the broader organization. We use “engagement” to measure how positively employees feel about their work, a key indicator of organizational health.

In each of the past four survey years, our highest-scoring topics have consistently been (1) Willdan employees experience a positive work-life balance, and (2) Willdan employees feel that management genuinely cares about them. We are committed to sharing survey findings across the company and using them to guide meaningful action that supports positive employee experiences, satisfaction, and personal and professional growth.

We are dedicated to offering a comprehensive suite of benefits and related programs to promote employee health, wellness, and financial security.

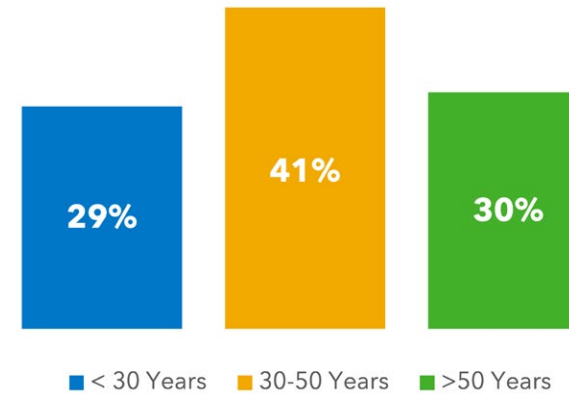
Some of these programs include benefits fully paid by Willdan, such as parental leave, basic life insurance, long- and short-term disability insurance, commuter benefits, a wellness program, a survivor assurance program, and financial, legal, and estate support. Willdan also sponsors 401(k) retirement savings accounts with a company match, discretionary profit-sharing, flexible spending accounts, dependent care spending accounts, health savings accounts with employer contribution, and an employee stock purchase plan. We also offer generous time-off policies as part of our commitment to promote a culture of healthy work-life balance and professional fulfillment.



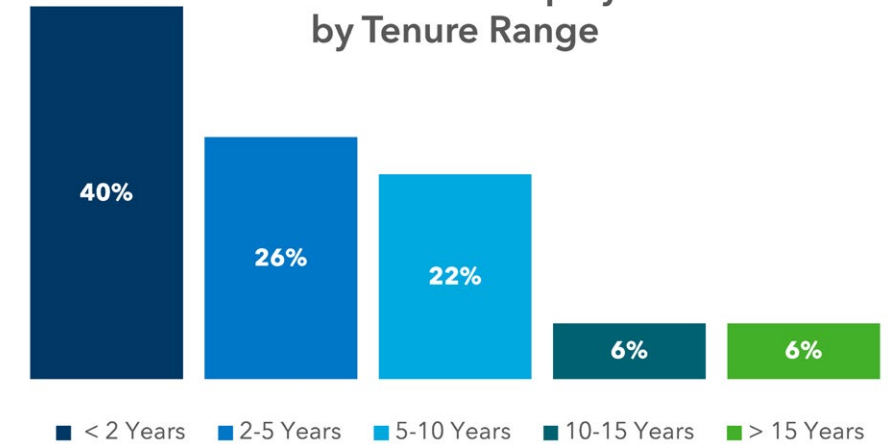
2024 METRICS IN CHARTS

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. We are committed to developing future leaders by investing in employee growth and supporting career advancement within Willdan.

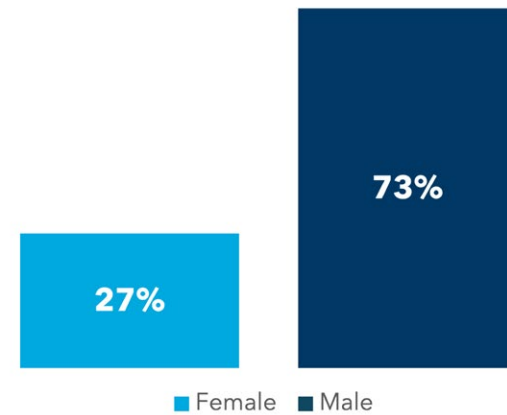
New Hires by Age Group



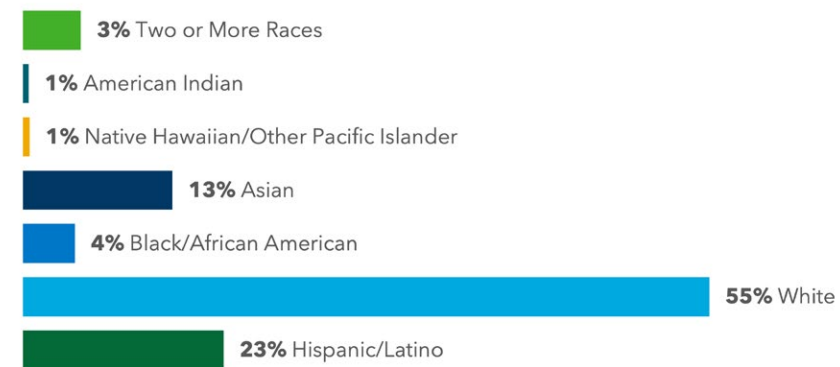
Distribution of Employees by Tenure Range



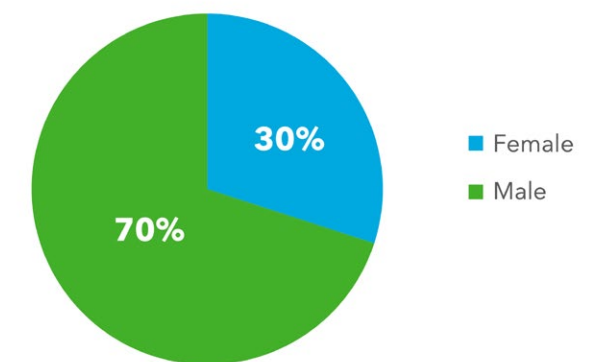
New Hires by Gender



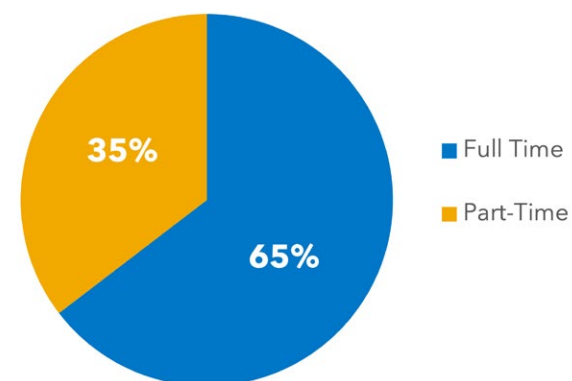
Total Employees by Ethnicity



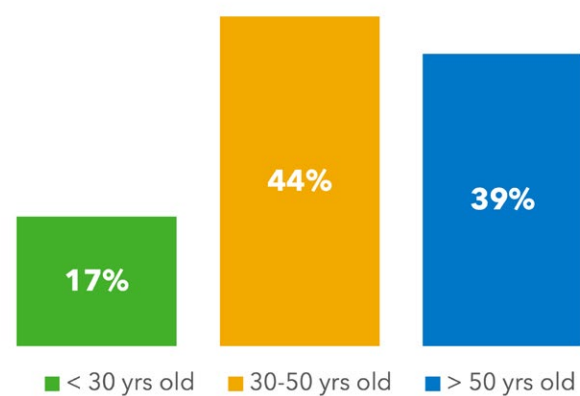
Total Employees by Gender



Total Employees by Work Status



Total Employees by Age Group



Employee Survey Participation Rate

83%

Employee Turnover

18%
Overall

10%
Voluntary

Labor Practices and Human Rights

We are committed to upholding fundamental human rights and maintaining ethical practices across our operations. In 2024, Willdan signed the UNGC, reinforcing our alignment with its 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 sexual and other unlawful harassment, 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.

Willdan publicly published our Human Rights Policy in 2024. This policy and our 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 established 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 leadership 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.

Willdan Clean Energy Academy

WCEA is a training and education program that equips individuals 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 2024, WCEA celebrated its 1,100th graduate. Of these graduates, more than 70% are from disadvantaged communities. Since our 2022 Sustainability Report, the program that was started in New York has expanded nationally and increased the number of graduates from 275 to 1,100+, securing new funding and partnerships in Colorado, Maine, New Jersey, and California. 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 that we serve.



Employee Training and Development

Willdan invests in the professional growth of our employees through a range of training opportunities offered throughout the year that enhance both technical expertise and leadership capabilities. Our internal Willdan Staff Training Program offers employees access to study groups for certifications (like Certified Energy Manager or CEM) and to specialized courses in project management, lighting systems, HVAC systems, transportation electrification, and more. These training opportunities complement role-specific onboarding, including comprehensive programs for new, customer-facing staff focused on energy efficiency, sales, and mentorship. Since 2022, over 400 employees have participated in the training program, reflecting our ongoing commitment to building a highly skilled, future-ready workforce. Our training framework includes:

Professional & Technical Development

- ▶ Continuing Education Support
- ▶ Industry Participation Incentives
- ▶ Professional Sponsorships

Compliance and Health & Safety Training

- ▶ Anti-Corruption Training
- ▶ Occupational Health & Safety

Leadership and Community Building

- ▶ Leadership Training

On-Demand Learning

- ▶ Asynchronous Virtual Training

ENGAGING WITH OUR COMMUNITY

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 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. For further details, view [Our Commitment to Supplier Diversity](#).

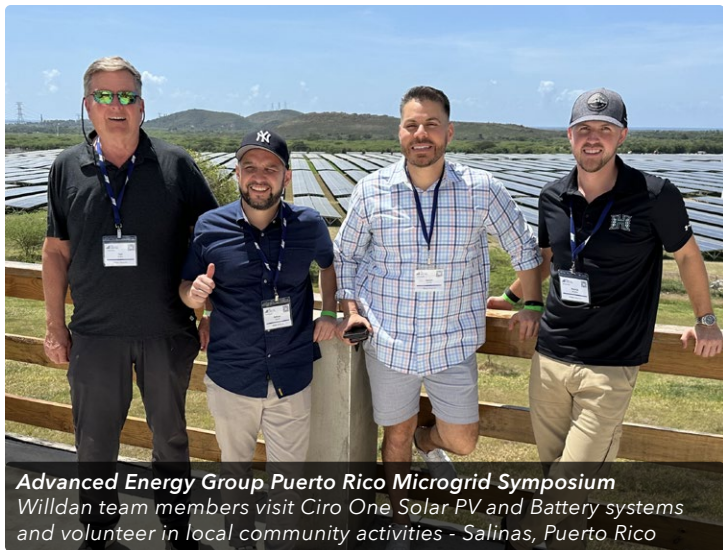
We also expect our suppliers to reflect our values. Through our [Supplier/Subcontractor Code of Conduct](#), we require suppliers to conduct ethical business, follow fair labor practices and nondiscrimination, maintain safe working environments, promote inclusive, harassment-free workplaces, and comply with applicable environmental laws and standards.



Bosque Trail Clean Up
Trail restoration - Bosque Trail, NM



National Night Out
Financial services volunteer event - City of Hemet, CA



Advanced Energy Group Puerto Rico Microgrid Symposium
Willdan team members visit Ciro One Solar PV and Battery systems and volunteer in local community activities - Salinas, Puerto Rico



Volunteerism at Mary S. Roberts Pet Adoption Center
Engineering team volunteering - Riverside, CA



HOPE Community Services
Willdan volunteers supporting local families in need - Westchester County, NY



Solve Oregon Trash Pickup Volunteerism
Integral Analytics volunteer to remove litter from public places - Portland, OR

Objectives of Community Activities

Willdan's community engagement efforts are designed to strengthen the communities where we live and work by advancing equitable access to energy, education, and technical career pathways. Our objective is to create shared value through programs and activities that align with our mission to support sustainable infrastructure, environmental stewardship, and economic resilience.

Community Involvement Programs

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 for continuity over time and reflect our commitment to building long-term relationships with the communities we serve. For example, we collaborate with nonprofit organizations, schools, and municipal partners on recurring programs that promote energy awareness, science, technology, engineering, and mathematics (STEM) education, and clean energy career pathways. These efforts are often championed by our regional teams to ensure they remain responsive to local needs and have sustained, meaningful impact.

In celebration of Willdan's 60th anniversary, employees across the company organized and participated in volunteer efforts that extended far beyond a single day. Teams committed to giving back to their communities throughout the year, demonstrating Willdan's long-standing culture of service and community engagement.

Monitoring and Evaluation of Community Projects

Willdan evaluates the impact of its community initiatives through regular engagement with employees and community partners for feedback on improving community activities. We emphasize open communication, informal feedback, and alignment with our broader ESG goals to ensure that our programs remain meaningful and relevant.

While we do not formally quantify participation metrics, we remain committed to refining our efforts over time and identifying opportunities to enhance the value these programs bring to the communities we serve.

Approach to Community Investment

While we do not publicly disclose community investment data, Willdan maintains a consistent and purposeful approach to supporting the communities where we operate. Our contributions include employee volunteer efforts, in-kind support, and partnerships with local organizations that promote education, sustainability, and energy equity. These efforts are reviewed internally to ensure they align with our corporate values, ESG priorities, and long-term community impact goals.

A CULTURE OF INCLUSION AND RESPECT

We are dedicated to fostering a culture where every Willdan employee feels respected, included, and empowered to contribute their unique perspectives and innovative ideas. We promote this culture not only with our employees but also with our external partners, such as 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.

HEALTH, SAFETY, AND WELLNESS

The health, safety, and wellness of our employees is at the heart of our risk management efforts and is a Willdan core value. For Willdan to grow and succeed, it is mission-critical that we drive continuous improvement while minimizing the risk of injury and environmental impact in our day-to-day operations. While every employee plays a key role in preventing work-related injuries, our leadership is instrumental in fostering a culture of safety, setting clear expectations, providing necessary resources, and leading by example to ensure a safe and healthy workplace for all.



Training remains a crucial component of our Health & Safety Program. Our employees are provided essential safety training that is specific to their roles. For those working on project sites, this includes a thorough project safety orientation before starting work, participation in weekly safety “tailgate” meetings, and more specialized safety training for supervisors and those conducting job site observations. Additionally, safety orientations are extended to subcontractors and visitors who need to access Willdan project sites, ensuring everyone on site is well-prepared and informed.

Health and Safety Platform

In January 2023, we launched our cloud-based Environment, Health, and Safety (EH&S) platform, revolutionizing how we manage workplace safety and compliance. Today, this dynamic system streamlines key processes, including incident reporting, investigation documentation, pre-mobilization inspections, safety observations, and corrective action tracking. This platform also provides real-time dashboard analytics to support informed decision-making and a robust learning management module with an extensive library of safety-related materials. Additionally, our EH&S platform provides the ability to track and verify completion of assigned courses and an oversight module that confirms that subcontractors meet critical safety compliance requirements. By integrating this platform with our continuous improvement strategy, Willdan remains committed to fostering safe, compliant, and efficient working environments for all.

Willdan WorkSafe Newsletter

Willdan’s WorkSafe newsletter was designed to inform and actively engage our workforce in cultivating a stronger safety culture. By sharing practical safety tips, spotlighting our “Safety Star” employees, and presenting real-world safety scenarios through interactive “find-the-hazard” challenges, we aim to make safety a continuous conversation at all levels of our organization.

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5 U.S. 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>

This initiative is part of our broader commitment to integrate safety awareness into every aspect of our operations, from in-person and on-the-job training to ongoing training opportunities.

Health and Safety Council

Our safety communication strategy is driven by Willdan’s Safety Council, which convenes quarterly to collaborate on our operations’ most relevant and impactful safety topics. These meetings, supported by both a diverse group of representatives from across the company and risk management professionals from our insurance network, support effective communication of the latest safety insights to all employees. Following each meeting, we publish the minutes and topic-specific materials to our intranet. This ensures all staff have easy access to the most up-to-date safety information and resources.

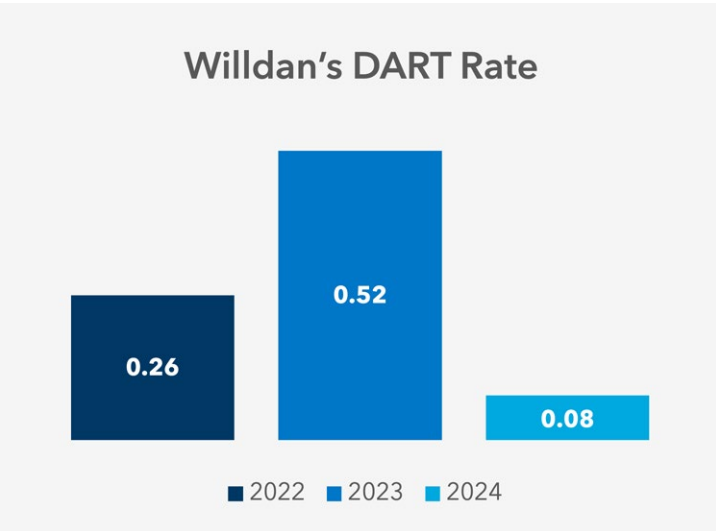
Health and Safety Performance

We are dedicated to improving our safety performance year after year. We closely track and report all safety incidents, using industry-standard metrics to gauge our progress and identify areas for further enhancement. A snapshot of our safety incident metrics from 2022 to 2024 is provided below to illustrate the results of our efforts.

The Total Recordable Incident Rate (TRIR), a widely recognized safety metric that tracks the frequency of workplace incidents requiring medical treatment beyond first aid, is a key focus of our safety initiatives. We are proud to share that Willdan has made significant strides in reducing both our TRIR and our Days Away, Restricted, or Transferred (DART) rate over the past two years. From 2022 to 2024, both metrics saw a notable decline, underscoring our progress in creating a safer work environment for all employees.

These results are a testament to our unwavering commitment to achieving zero injuries. We continuously refine our safety protocols, provide extensive training, and foster a culture of

accountability, where every employee plays an active role in safety. By consistently analyzing incident trends and taking proactive steps to address potential hazards, we continue to drive our safety to new heights, setting a benchmark for the industry. Current industry TRIR and DART rate averages are 5.7 and 0.8, respectively, for businesses with operations similar to those of Willdan⁵. Our measures to improve Willdan’s Safety have shown positive outcomes. We will continue to implement new measures, track our performance, and determine whether there is a need to implement ISO 45001 (Occupational Health and Safety Management Systems).

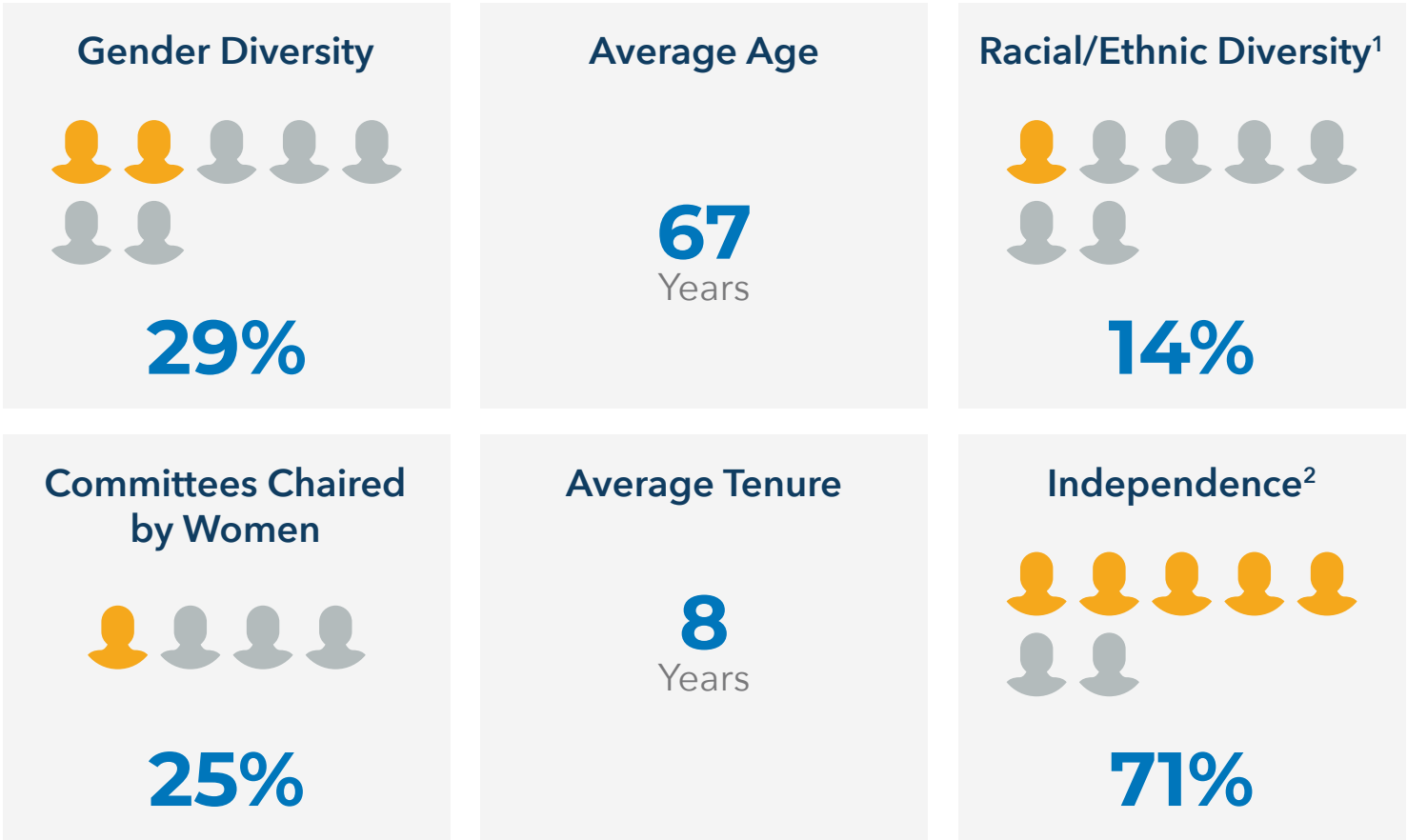


I GOVERNANCE

GOVERNANCE

OUR BOARD

Our Board of Directors is committed to providing transparency, accountability, and sustainable long-term value for our stakeholders.



1. One of our directors self-identifies as Asian.
2. Dr. Brisbin, as a result of being the Company's former CEO and having retired from this position in December 2023, does not qualify as independent. In addition, Mr. Bieber, due to his employment as our CEO, does not qualify as independent.



Courtesy of Nasdaq, Inc.

Our directors bring deep expertise across key industries, including utilities, technology, and finance, informing decision-making on critical business matters. Each of our Board committees has a discrete written charter that describes its purposes, membership, meeting structure, authority, and responsibilities. These committees oversee financial integrity, executive compensation alignment with shareholder interests, board structure and governance practices, and long-term strategic growth.

Our Board of Directors' four standing committees are provided below.

Four Independent Standing Committees

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

Our Board is receptive to board refreshment and to having highly qualified and independent perspectives. Of our seven director nominees, three have joined our Board since 2021.

BUSINESS ETHICS AND COMPLIANCE

Our Board of Directors guides our corporate governance program to comply with applicable laws and regulations, the rules of the Securities and Exchange Commission, and the listing standards of the Nasdaq Stock Market ("Nasdaq Rules"), and to reflect best practices of other public companies. Our 2024 proxy statement includes additional information about our corporate governance, directors, and executive compensation.

We are committed to operating with honesty and integrity and to maintaining the highest level of ethical conduct. We encourage stakeholders to visit the Corporate Governance section on our investor relations website at ir.willdangroup.com/corporate-governance, to view our Governance Documents including:

- ▶ [Code of Ethical Conduct](#)
- ▶ [Charters for Our Four Standing Committees](#)
- ▶ [Insider Trading Policy](#)
- ▶ [Stock Ownership Guidelines](#)

We expect that all of our directors, officers, and employees will maintain a high level of integrity in their dealings with and on behalf of Willdan and will act in the best interests of Willdan. Our Code of Ethical Conduct provides principles of conduct and

ethics for Willdan's Board directors, officers, and employees, and complies with requirements in the Sarbanes-Oxley Act of 2002 and Nasdaq Rules. We require all employees to review and sign this Code on an annual basis.

Our 24-hour Ethics Hotline ("Whistleblower Hotline") is managed by an outside party that is available to all internal and external stakeholders, including our employees, for the anonymous submission of complaints by telephone and internet. To ensure the protection of a whistleblower's employment status as well as protection of whistleblowers from harassment in the workplace, all corporate governance complaints received from our 24-hour Ethics Hotline go directly to our Audit Committee chair. During fiscal year 2024, we did not receive any complaints relating to accounting, internal controls, or auditing matters. In addition, we have a zero-tolerance policy for retaliation or retribution against any person who reports a suspected violation of this Code (even if the report is mistaken but was submitted in the good faith belief it was correct) or against any person who participates in the investigation of a violation of our Code of Ethical Conduct.

As part of Willdan's commitment to integrity and responsible business practices, robust ethics and compliance measures are in place to prevent corruption in all its forms. These include mandatory employee training – delivered through our online Learning Management System – focused on identifying and addressing bribery, extortion, and other forms of unethical conduct. We also enforce strict compliance with our related-party transaction policy and disclosure requirements.

Willdan takes a proactive approach to compliance risk management through regular risk assessments and internal audits that evaluate adherence to laws, regulations, and internal policies. These processes identify emerging regulatory risks, evaluate the strength of our internal controls, and drive continuous improvement in our governance practices. Recurring audits, overseen by senior management and the Board's Audit Committee, inform updates to our compliance framework, training programs,

and reporting protocols – supporting Willdan’s commitment to transparency, accountability, and ethical integrity across all business segments.

Willdan conducts nearly 100% of our business in the US. Our tax practices are transparent, principled, and follow applicable taxation laws. We do not engage in profit-shifting or aggressive tax planning strategies that artificially erode tax bases.

Willdan conducts 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. 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 anti-corruption laws, such as the US Foreign Corrupt Practices Act (FCPA), and ongoing monitoring for potential red flags. This 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.

Willdan maintains a clear policy on political contributions as outlined in our Code of Ethical Conduct. Employees are prohibited from using company funds, property, time, or services to support political candidates or parties without prior written approval from the General Counsel or Chief Executive Officer, and only where such contributions are legally permissible. Personal political activity must be conducted in an individual capacity and may not imply representation of the company.

BUSINESS CONTINUITY AND RESILIENCE

Willdan is committed to developing, implementing, and strengthening business continuity and resilience procedures that will keep our organization running during a crisis and allows us to adapt after a disruption. We prioritize our ability to deliver reliable engineering and energy solutions in the face of evolving risks, disruptions, and climate-related

challenges. As highlighted in our double materiality assessment, we strive to maintain comprehensive risk management frameworks and operational protocols that safeguard our people, protect customer outcomes, and uphold regulatory compliance.

Ongoing efforts to safeguard our people and business assets include the Willdan Risk Management Information System, Emergency Action Plan, and Business Continuity Plan. Our executive leadership oversees these efforts, including disaster recovery planning, cybersecurity governance, supply chain resilience, and climate-related risk preparedness. These oversight responsibilities flow down to operating units and are reinforced through periodic reviews, scenario planning, and internal evaluations of business continuity across essential operations.

We conduct our customer support operations by building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation. We proactively monitor emerging threats and vulnerabilities – ranging from natural disasters to technological disruptions – to ensure our services remain uninterrupted and secure. By embedding accountability into every level of our organization, we strengthen our ability to support customers, communities, and the broader energy transition with resilient, high-quality products and services.

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, energy efficiency, and electrification solutions are designed to help customers reduce emissions, lower energy costs, and achieve

sustainability goals – 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.

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 business 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 high standards. We also gather customer and stakeholder feedback to drive continuous improvement and ensure consistency and quality across all engagements.



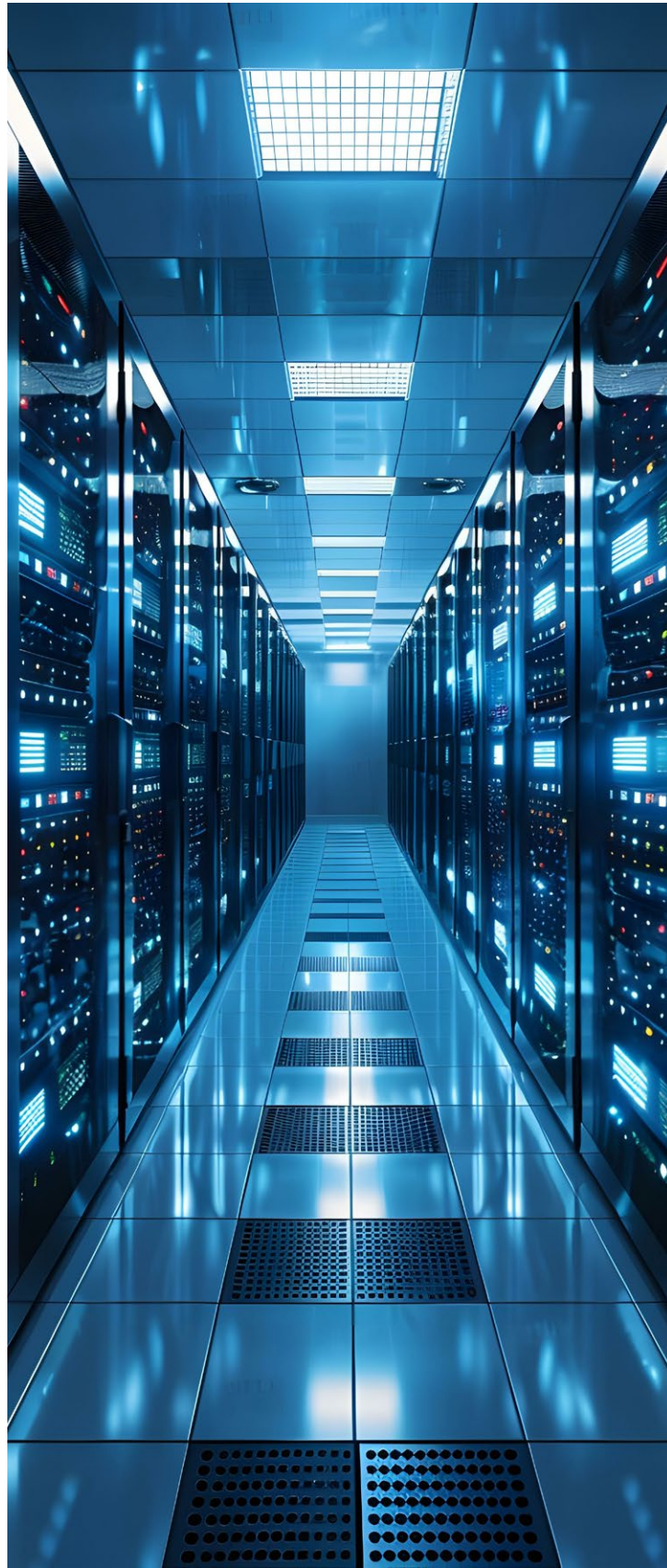


STAKEHOLDER ENGAGEMENT

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. For the purposes of this report, stakeholders include employees, shareholders, customers, and the communities where we live and work.

Our CEO, CFO, and VP of Investor Relations actively engage with investors to exchange insights on emerging business trends, corporate governance developments, and shareholder priorities. These engagements help us understand what matters most to our investors and inform strategic decisions. Beyond financial performance, we proactively communicate with investors to deepen their understanding of our long-term growth strategy, executive compensation philosophy and program, risk management framework, and commitment to corporate governance, environmental and social issues. In addition to senior management, members of our Compensation Committee are available for consultation when requested. Willdan continues to receive constructive feedback from investors, many of whom are European based. These European-based funds have a particular focus on measuring our performance and related disclosure of ESG metrics.

A summary of Willdan's outreach methods by stakeholder is illustrated in the image to the left. We remain committed to refining our engagement strategies to enhance transparency and accountability as stakeholder expectations evolve.



RESPONSIBLE AI AND CYBERSECURITY

Willdan is committed to using digital innovation (e.g., AI) and advancements in cybersecurity to enhance the security of digital systems and data. We recognize that strong governance is essential to both digital innovation and cybersecurity risk management. Our Board of Directors oversees our implementation strategies for novel solutions and our proactive detection and response mechanisms to mitigate cyber threats.

Responsible AI

At Willdan, we recognize the transformative potential of AI in advancing our mission to deliver innovative, data-driven solutions. As we explore the use of AI tools and technologies, we are committed to doing so responsibly. Our approach to Responsible AI is guided by the following principles:

- ▶ **Accountability and Oversight:** AI use is subject to oversight by leadership and cross-functional stakeholders across the organization. We are establishing governance structures to ensure that any AI implementation aligns with our ethical standards, business objectives, and regulatory obligations.
- ▶ **Fairness and Transparency:** We strive to ensure AI-supported decisions are data driven, free from unintended bias, and support equitable outcomes. We continuously evaluate our AI tools to promote fairness in their application, particularly when used in workforce, operational, or customer-facing processes.
- ▶ **Privacy and Data Integrity:** We implement strict data governance standards to protect sensitive and personal information used in AI applications. Our cybersecurity and privacy teams work closely to ensure responsible data handling, access control, and compliance with applicable data protection laws.

- ▶ **Human-Centered Design:** We position AI as an enhancement and augmentation to human judgment. Willdan maintains human oversight as a critical part of decision-making when using AI tools, particularly in areas that impact people or communities.
- ▶ **Continuous Learning and Risk Management:** As AI capabilities evolve, we are committed to staying informed of emerging risks and adapting our governance frameworks accordingly. We conduct periodic reviews to assess the ethical and operational impacts of AI use across our organization.

Cybersecurity

Cybersecurity is critical to Willdan’s enterprise risk management strategy. We designed our cybersecurity program to address applicable legal requirements aimed at identifying, assessing, and mitigating material risks to our networks, systems, and data. We are committed to protecting sensitive business data and personal information of our employees, subcontractors, and customers, while maintaining robust privacy practices across our operations.

- ▶ Willdan is ISO/International Electrotechnical Commission 27001 certified

Our comprehensive cybersecurity program is led by knowledgeable management professionals and our dedicated cybersecurity team, and it is supported by advanced technologies and specialized external partners.

Key Features of Our Cybersecurity Program

- ▶ A cybersecurity team with respected industry certifications
- ▶ Continuous risk assessments
- ▶ A multi-layered information security framework
- ▶ Proactive strategies
- ▶ Rigorous vetting

Our Board of Directors integrates cybersecurity oversight into its broader risk governance responsibilities and receives regular updates from management on key topics, including threat trends, risk mitigation efforts, security infrastructure, and compliance with cybersecurity frameworks.

Management plays a vital role in integrating cybersecurity throughout our enterprise risk strategy – strategically allocating resources, personnel, and protocols to protect our systems and data. Our cybersecurity incident response plan escalates certain cybersecurity incidents to members of management, including Willdan’s President and CEO, CFO, and General Counsel (collectively, “Executive Management”), as well as the Board, depending on circumstances. Our Executive Management collaborates with Willdan’s incident response team to help mitigate and remediate cybersecurity incidents of which they are notified.

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 Edition⁶.

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 includes 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) and 2024 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 CO₂e/mile).
- ▶ Multiplied the mileage for a given year and the CO₂e/mile for a given vehicle to calculate the CO₂e 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 inventory⁷ 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 mtCO₂e.
- ▶ 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 169-2021⁸.
- ▶ 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 Survey⁹.
- ▶ 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 (CO₂e/MWh) for each site using the latest release of the US EPA Emissions & Generation Resource Integrated Database¹⁰.
- ▶ 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 1.1”¹¹ for 2024. 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 trip¹², and multiplied these together to estimate the emissions related to airline travel.

6 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>

7 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>

8 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.

9 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/>

10 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

11 Department for Energy Security and Net Zero (2024, July 8). UK Government GHG Conversion Factors for Company Reporting, V1.1. Greenhouse gas reporting: conversion factors 2024 – GOV.UK https://assets.publishing.service.gov.uk/media/6722567487d-f31a87d8c497e/ghg-conversion-factors-2024-full_set_for_advanced_users_v1_1.xlsx

12 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

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 December 27, 2024, 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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