

# Willdan Group, Inc.

## ADDITIONAL SUPPORTING INFORMATION FOR THE 2024 SUSTAINABILITY REPORT

June 2025

### Freedom of Association and Collective Bargaining

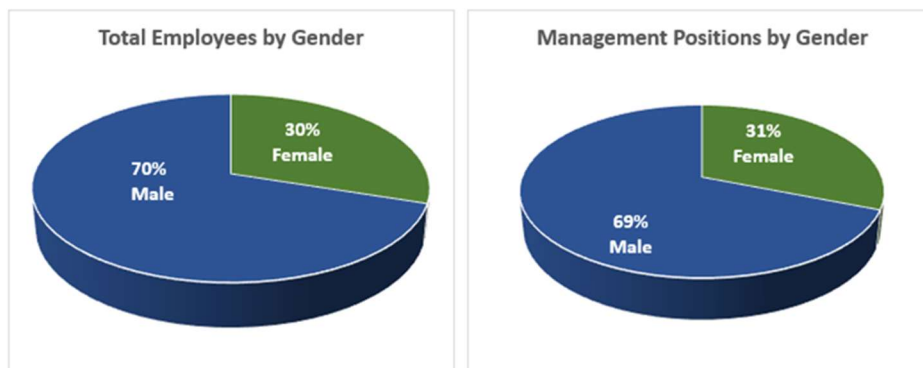
Willdan respects each employee's right to freedom of association and employee's rights provided under state or federal law, including Section 7 of the National Labor Relations Act. This includes the right to communicate with others concerning wages, hours, benefits, and other terms or conditions of employment; to self-organize, form, join or assist labor organizations; to bargain collectively through representatives of their choosing; to engage in other concerted activities for mutual aid or protection; or to refrain from such activities. We respect and 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 24/7 and accessible anonymously where permitted by law. Procedures for reporting and addressing such concerns are posted on our internal HR platform and covered in manager training. All reports are reviewed by our Compliance and HR teams, with oversight from senior leadership, 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. We also prohibit all forms of anti-union discrimination, including retaliation against employees engaged in organizing activities, and conduct ongoing due diligence to monitor for potential interference, including through employee feedback channels, management training, and our internal compliance protocols.

### Mental Health Management

Willdan offers an Employee Assistance Program (EAP) to all employees and members of their households, regardless of their classification or status. Employees and members of their household may access the EAP to receive resources or services to help navigate a variety of challenges with their job, family, or personal life. Challenges may be related to mental health, dependent care, legal issues, marital issues, addiction, grief counseling, depression, anxiety, pet care, finances, or other issues. The EAP can be contacted 24 hours per day, 7 days per week.

## Gender Distribution

Management positions by gender is comparable to our total employees by gender.



## Workplace Flexibility and Reduction in Working Time

We offer flexible work arrangements, including the option for employees to request part-time schedules or across a range of working hour options. In addition, Willdan employs a dynamic mix of on-site, hybrid, and remote team members, subject to business needs and role requirements. These options support work-life balance and are available through our standard supervisory and HR processes. U.S. News & World Report recognized Willdan in its 2025-2026 Best Companies to Work For List, based on an assessment of our work life balance, quality of pay, belongingness, and other factors.

## Dependent Care and Special Leave

We support employees with dependent care responsibilities by offering paid 12-weeks parental leave and flexible work arrangements to help balance caregiving and professional obligations. While we do not provide direct financial subsidies for childcare, we offer supplemental income replacement during approved parental and family leave to ease the financial impact of time away from work. We also offer employees the option to enroll in a Dependent Care Spending Account.

## Policy on Employment Security & Responsible Workforce Restructuring

We approach all workforce decisions with care, fairness, and aim 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 the 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.

### **Workforce Composition and Employment Practices**

Willdan is committed to transparent human capital reporting and responsible workforce management. We continuously monitor our staffing model to ensure alignment with business needs, fairness in employment practices, and regulatory compliance. At Willdan, all employment is structured on an at-will basis. Our workforce is composed of approximately 65% full-time employees and 35% part-time employees. We do not use non-regular employment as a substitute for regular, long-term positions. We may occasionally engage third-party staffing agencies on a limited and short-term basis to meet project-based demands, cover employee absences, or address peak workloads. This use is limited in scope and duration, and these temporary workers remain under the employment of their respective agencies. These arrangements are used selectively and do not represent a core component of our workforce strategy. By prioritizing workforce integrity and continuity, we aim to ensure that all employment supports our long-term organizational goals while maintaining flexibility to respond to dynamic client and project needs.

### **Types of Employment**

Willdan primarily employs full-time staff and limits the use of non-regular arrangements to business and client needs. All employees, regardless of employment type, are treated fairly and have access to workplace protections and development opportunities.

### **Employee Learning and Development**

At Willdan, we are committed to continuous learning and professional growth. Our training programs include mandatory compliance-based courses, specialized certification or training, and strategic development opportunities to support individual and organizational success. Willdan supervisors conduct an annual performance review, which includes career development, for full-time employees. As part of professional development, supervisors regularly review existing training and their alignment with individual and organizational needs. They also curate online learning courses from a library of available courses on professional topics to suit their team's specific needs. Our training curriculum is regularly refined based on employee feedback, course review, leadership input, and organizational priorities. Of those eligible, employees completed approximately 10 hours of training per employee in 2024.

Moreover, 30% of eligible staff — participated in our professional development programs. A cornerstone of this effort is our Leadership Development Program, which launched in 2015 and held three times per year. This three-day, cohort-based program fosters leadership skills, cross-functional collaboration, and equitable growth opportunities. In 2024, the program sessions earned a combined total of a 92% participant satisfaction score. As we expand access and improve delivery, we remain focused on aligning talent development with Willdan's long-term strategy, empowering employees at all levels to thrive and contribute to our collective success.

### **Making Willdan Fleet Green**

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. Currently, 7% of the vehicles in our fleet are considered green as they are hybrid or electric.

### **A Certified Environmental Management System**

We are proud to announce that our headquarters office in Anaheim, CA, has achieved ISO 14001 certification of environmental management system. With Anaheim office having 196 employees of the company's total strength of 1,761 employees, more than 11% of the company is certified to the ISO 14001 international standard.

### **Average Water Consumption**

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. Based on the water usage behavior of our employees and automated fixtures in majority of our leased buildings, we estimate our water consumption to be 15 to 20 gallons per day per employee (<https://actionmfg.com/water-usage-rough-estimates>).

### **Total Waste Intensity**

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. Based on the sustainable waste management practices at our offices, we estimate that we generate 2 pounds of waste per day per employee (<https://www.unsustainablemagazine.com/guide-to-office-waste-facts-figures>).

### **Political Contributions, Lobbying, Policy Making**

At Willdan, political contributions, lobbying, and public policy advocacy are not material components of our business operations or corporate strategy. These activities do not play a significant role in how we pursue growth, serve clients, or deliver value. Accordingly, we do not currently engage in—or publicly disclose—political contributions, lobbying efforts, or direct participation in policymaking initiatives, as our involvement in these areas is minimal to none.

Our approach is guided by our Code of Ethical Conduct, which affirms that while Willdan supports employees' rights to personal political expression and civic engagement, no employee may represent the

Company in any political activity without prior authorization. All political contributions must be made in a personal capacity, in full compliance with applicable laws and regulations.

Use of Company funds, time, or resources for political purposes is **strictly prohibited**, unless explicitly approved in writing by the **General Counsel or Chief Executive Officer**, and only where legally permitted.

### **Human Rights Due Diligence**

At Willdan, we are committed to respecting human rights across all aspects of our operations. While our business operates exclusively in the United States, we recognize the importance of ensuring fair treatment, safe working conditions, and equitable access to the benefits of the energy efficiency programs we manage on behalf of utilities.

Because installation and related services are performed by subcontractors, we incorporate strict compliance requirements into our contracts, including adherence to U.S. 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 reviews to assess program accessibility in underserved communities and monitor subcontractor compliance. These reviews function as human rights impact assessments, helping us identify barriers and make improvements.

### **Relations With Governments and Influence on Public Policy**

Willdan is committed to responsible and transparent tax practices. Because our operations are based entirely in the United States, we do not engage in international **transfer pricing** or practices designed to **shift profits** to lower-tax jurisdictions. While multinational corporations often use tax haven structures to reduce effective tax rates and increase short-term cash flow, such strategies can create reputational risks, regulatory scrutiny, and misalignment with stakeholder expectations.

We comply fully with all applicable federal, state, and local tax laws and regulations, and our tax obligations align directly with the geographic footprint of our operations. We view our tax contributions as part of our responsibility to the communities where we work and live. For this reason, we commit to not pursuing aggressive tax avoidance strategies or tax havens that artificially **shift profits**, including **tax base erosion** or **transfer pricing** schemes. Our financial relationships with governments are limited to the payment of taxes and performance of regulated energy efficiency program contracts with U.S. utilities.

### **Government Financial Assistance**

Willdan does not receive direct financial assistance, subsidies, or grants from federal, state, or local governments. Our revenues are derived from contracts with investor-owned and public utilities, as well as other clients, for the delivery of energy efficiency and engineering services. These contracts are awarded competitively and represent commercial arrangements for services rendered, not financial support.

Should we receive any form of government financial assistance in the future, we are committed to disclosing such support in a transparent manner as part of our sustainability reporting.

### **Social Impacts of Our Services**

As an engineering and energy services firm, Willdan's portfolio is designed to deliver measurable social benefits through the programs we manage. Our work supports U.S. utilities and communities in reducing energy use, lowering costs, and improving comfort and health outcomes for customers.

Key areas of impact include:

- **Health and Well-Being:** Energy efficiency upgrades improve indoor environments, reduce energy insecurity, and support healthier living conditions.
- **Basic Services:** We help ensure affordable access to essential energy services, particularly for underserved and low-income households.
- **Equity and Inclusion:** Our programs are structured to broaden participation and deliver benefits to communities that have historically faced barriers to access.
- **Economic Relief:** By lowering energy bills, our work provides financial relief that helps families direct more resources to other necessities.

Through these efforts, Willdan's services contribute to the UN Sustainable Development Goals, including ensuring healthy lives (SDG 3), providing access to affordable, reliable, sustainable energy (SDG 7), and reducing inequalities (SDG 10).

### **Policy on Research, Analysis, and Consulting Practices**

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 and reliable outcomes for our clients and communities.

### **Measures to Ensure Quality and Integrity in Consulting Practices**

Willdan 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 ensure our 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 participate in regular training focused on 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 advice and program designs.
- **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.

### **Implementation and Certification of an Information Security Management System**

Willdan's information security management system is certified to ISO/International Electrotechnical Commission 27001. The coverage of this certification is for 100% of our relevant operations as our company information security is centrally managed.