



December 2025

WILLDAN GROUP, INC.

Climate-related Financial Disclosures Report



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Willdan Group, Inc. (Willdan) is a national leader in energy efficiency, engineering, and software consulting, headquartered in Anaheim, California.

As a professional services firm, we design and deliver transformative solutions across cities, facilities, transportation, and power systems, helping customers overcome complex energy and infrastructure challenges. Willdan does not manufacture products; all our offerings are service-based. Recognizing the deep interconnection between our operations, value chain, and the broader environment, Willdan is committed to understanding and managing climate-related risks. This commitment is essential to strengthening our resilience, maintaining competitiveness, and creating long-term value for our stakeholders.



EXECUTIVE SUMMARY

This report covers Willdan’s operations, subsidiaries, and material business lines as of Fiscal Year 2024 and is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework. The TCFD framework, developed by the Financial Stability Board, provides a globally recognized structure for evaluating climate-related governance, strategy, risk management, and performance metrics. The TCFD framework has been incorporated into the climate-related disclosure standards issued by the International Sustainability Standards Board (ISSB), and this report is structured to maintain alignment with those evolving global sustainability reporting standards.

This report follows TCFD’s four-pillar (Governance, Strategy, Risk Management, Metrics & Targets) structure to ensure decision-useful, transparent disclosure. It outlines how the Company identifies, assesses, and manages potential climate-related risks and opportunities, reflecting Willdan’s commitment to resilience, transparency, and long-term value creation.

To prepare this disclosure, Willdan conducted a structured TCFD-aligned gap assessment that combined document review, subject-matter expert interviews, and a line-by-line gap analysis using TCFD’s 11 disclosure requirements. This process evaluated the extent to which climate-related risks, opportunities, governance oversight, and risk-management practices are formally embedded in Willdan’s operations and strategic planning. The assessment identified meaningful alignment across Governance, Risk Management, and Metrics & Targets, while identifying partial gaps within the Strategy pillar. These findings inform the structure of this report, which describes Willdan’s climate governance, strategic approach, risk management processes, and performance metrics, all of which are aligned with the TCFD framework.

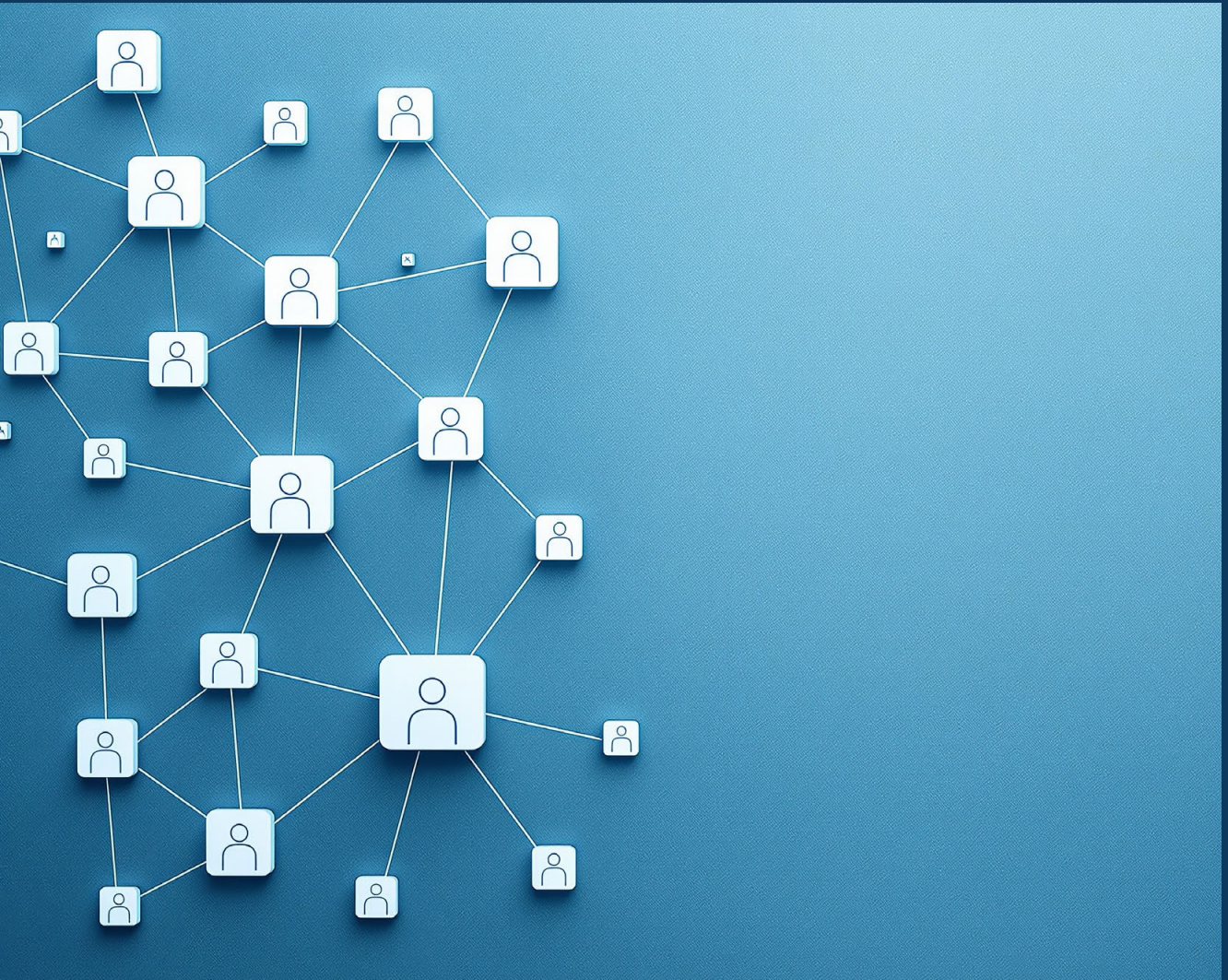
The results of Willdan’s TCFD-aligned assessment demonstrate that the Company has a strong foundation for managing these risks and opportunities. Willdan has well-defined governance structures, a strategic direction informed by climate considerations, an Enterprise Risk Management (ERM) framework that incorporates climate-related risks, and measurable targets that support decarbonization and operational efficiency. Table 1 on the next page presents the key findings and priority next steps through the gap assessments, including enhancements to Strategy disclosures to further align with evolving global climate-related reporting expectations.

EXECUTIVE SUMMARY

Table 1. TCFD Disclosure Alignment

TCFD Disclosure Pillar	Key Findings	Next Steps
Governance	Climate oversight is embedded at the Board and management levels through committee oversight, the Environmental Policy, and the International Organization for Standardization (ISO), 14001-certified Environmental Management System (EMS). Management conducts the double materiality assessment and provides regular updates to the Board.	<ul style="list-style-type: none"> Formalize a defined cadence and scope for briefings, in between annual Board meetings. Strengthening Environmental, Social, and Governance (ESG) data controls and cross-functional coordination.
Strategy	Our 2024 double materiality assessment identified Energy Efficiency & Resilience, Energy Transition, and Climate Change Mitigation as core opportunities. Climate considerations shape service offerings, long-term planning, and financial decisions. Climate scenario analysis (CSA) is planned but not yet completed.	<ul style="list-style-type: none"> Expand analysis of physical and transition risks. Integrate materiality findings more deeply into financial planning.
Risk Management	Climate-related risks are fully integrated into our ERM through stakeholder engagement, the EMS, and ongoing operational monitoring. Risks are managed across governance, operations, and business continuity planning.	<ul style="list-style-type: none"> Improve quantification of climate-related risk impacts. Strengthen resilience planning for extreme weather and supply chain vulnerabilities. Expand supplier engagement to improve risk visibility.
Metrics & Targets	We measure/estimate greenhouse gas (GHG) emissions (Scopes 1-3), waste, water use, and energy use. Our GHG inventory has remained stable year over year, and the Company has a Science-Based Target initiative (SBTi) aligned GHG reduction target.	<ul style="list-style-type: none"> Enhance data quality. Advance progress toward SBTi-aligned annual reductions. Increase renewable energy procurement and waste-reduction initiatives.

To illustrate how these findings translate into practice, the following sections walk through each element of Willdan’s climate framework, beginning with governance oversight, then moving through strategy, risk management processes, and the metrics used to monitor performance. Together, these components demonstrate Willdan’s systematic approach to identifying climate-related risks and opportunities, integrating them into strategic and operational planning, and evaluating progress through established governance and monitoring processes.



GOVERNANCE

Disclose the organization's governance around climate-related risks and opportunities.

a) Board's role in overseeing climate-related risks and opportunities.

Willdan's Board of Directors oversees climate-related risks and opportunities through its committees and oversight of the Company's Environmental Policy. This structure confirms that climate governance is embedded into strategic planning and risk management and aligns with evolving regulatory and stakeholder expectations.

The Board maintains ultimate responsibility for overseeing Willdan's climate-related strategy and risk management processes. Senior management and the committees listed below discuss ESG and climate-related risk management issues with the Board at least annually, with interim updates, as needed.

The Audit Committee oversees financial reporting integrity and the effectiveness of Willdan's internal controls.

The Nominating & Governance Committee monitors corporate governance practices, reviews sustainability reports, and evaluates alignment with global standards, including the United Nations (UN) Sustainable Development Goals (SDGs) and the SBTi.

The Strategy, Mergers & Acquisitions Committee provides direct oversight of the Company's long-term growth strategy, ensuring that any major strategic decision incorporates resilience, decarbonization, and climate-related opportunities.

In addition, the Board maintains final oversight of Willdan's Environmental Policy, which defines the Company's objectives for reducing environmental impacts across offices and worksites. The policy is guided by the ISO 14001 requirements and by the United Nations Global Compact, reflecting our commitment to a precautionary approach, greater environmental responsibility, and the adoption of sustainable technologies. The Board receives regular updates from management on policy implementation and performance to ensure alignment with Willdan's overall business strategy, regulatory requirements, and stakeholder expectations.

This multi-layered governance structure ensures climate-related risks and opportunities influence Willdan's strategy, capital allocation, and risk priorities. The Board confirms that climate considerations are systematically factored into major business decisions and transparently disclosed to stakeholders. Building on this oversight foundation, management is responsible for implementing climate-related priorities through day-to-day operations, performance monitoring, and coordinated execution across the organization.

GOVERNANCE

b) Management's role in assessing and managing climate-related risks and opportunities.

Willdan's management identifies, assesses, and manages climate-related risks and opportunities by implementing the Company's Environmental Policy, integrating ESG into daily operations, and maintaining transparent reporting to the Board. Management confirms that climate-related objectives are embedded across operations through performance monitoring, risk assessment, and employee engagement, enabling consistent execution of Willdan's sustainability strategy.

Management is responsible for turning the Environmental Policy into company-wide action through daily decision-making and operational planning. The policy defines Willdan's commitment to both regulatory and voluntary environmental obligations, including climate change mitigation, waste management, resource conservation, and low-carbon transportation. Management promotes the implementation of this framework across all offices and operations, striving for continuous improvement through regular monitoring of compliance, performance, and progress towards climate-related goals.

Management also conducts a double materiality assessment to identify and prioritize the climate-related risks most significant to Willdan and its stakeholders. The results of this assessment, along with GHG inventory results and ESG performance data, are shared with the Board and its committees through regular reports. This process affirms that the Board receives timely information to support effective oversight and accountability, and uses the results to inform Willdan's sustainability objectives and strategic plan.



b) Management's role in assessing and managing climate-related risks and opportunities (continued).

As part of implementing Willdan's Environmental Policy, management does the following:

- 1. Coordinates with the EMS lead and functional committees** to maintain a corporate-level GHG emissions inventory, ensuring alignment with the GHG Protocol Corporate Standard and SBTi reduction targets.
- 2. Drives employee participation in recycling initiatives and waste-reduction campaigns** to minimize office waste and achieve company-wide e-waste recycling by 2030.
- 3. Promotes participation in airline carbon offset programs** and low-carbon commuting options to reduce travel-related emissions.
- 4. Regularly engages with the Willdan Environment, Health, and Safety Office** to proactively identify, assess, and mitigate environmental risks associated with operations at offices and worksites.

Progress on climate-related goals and key ESG indicators is reviewed by management annually and reported to the Board. In addition to annual reviews, management provides interim updates to the Board and relevant committees as new climate-related risks or opportunities arise. Through this continuous process, management verifies that climate-related risks and opportunities are systematically integrated into Willdan's operations, ERM framework, and long-term strategic planning.

b) Management's role in assessing and managing climate-related risks and opportunities (continued).

Table 2 below summarizes the entities responsible for the governance of climate-related risks and opportunities at the Board and management level in Willdan, as described in Governance disclosures (a) and (b).

Table 2. Climate-related Governance Roles for Board and Management

Governance	Overview
Chief Executive Officer (CEO)	Works closely with the EMS Lead and CFO to implement Willdan’s Environmental Policy and validate results of the double materiality assessment.
Chief Financial Officer (CFO)	Partners with the CEO to review and validate results of the double materiality assessment.
EMS Lead	Leads implementation of Willdan’s Environmental Policy and EMS; reports directly to the CEO.

This governance foundation establishes the framework for evaluating climate-related risks and opportunities across the organization. Building on this oversight, the next section outlines how Willdan incorporates climate considerations into its strategic planning and long-term positioning.



STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

a) Climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Willdan identifies and prioritizes climate-related risks and opportunities through a double materiality assessment aligned with global frameworks, including the Global Reporting Initiative (GRI), the International Sustainability Standards Board (ISSB), and the Corporate Sustainability Reporting Directive (CSRD). This process considers both financial materiality (how climate issues affect Willdan's financial performance) and impact materiality (how Willdan's operations affect the environment and society).

Willdan's 2024 double materiality assessment evaluates how climate-related issues may influence the Company's business model, performance, and broader environmental impact. The assessment identified several material climate-related opportunities, including Energy Efficiency & Resilience, Energy Transition, and Climate Change Mitigation. Willdan also recognizes broader categories of potential climate-related risks, such as physical and transition risks, which may affect service delivery or client operations, even if they did not meet Willdan's materiality threshold. This assessment informs Willdan's long-term strategy by helping the Company's leadership anticipate emerging climate-related issues and align our services with future market and regulatory expectations.

Willdan engages internal and external stakeholders, including employees, clients, regulators, and community partners, to identify ESG topics most relevant to our business model and long-term resilience. Results of the 2024 assessment highlight Energy Efficiency & Resilience, Energy Transition, and Climate Change Mitigation as Willdan's most material climate-related themes.

To enhance integration of these findings, Willdan is expanding our evaluation of both physical and transition risks to better capture our potential influence on financial performance and operations. The focus will be on the most material climate-related risks and opportunities we identify, quantifying impacts where data allows, and applying qualitative analysis where information is developing. This approach will strengthen our ERM framework and ensure alignment with emerging disclosure standards, including TCFD.

Willdan's 2024 Sustainability Report establishes 2033 as the target year, which is ten years from the 2023 base year, for achieving its sustainability goals. To maintain consistency with this planning horizon, the timeframes outlined in Table 3 on the next page have been adopted.

a) Climate-related risks and opportunities the organization has identified over the short, medium, and long term (*continued*).

Table 3. Time Horizons

Time Horizon	Range	Years Considered
Short term	<2 years	2026-2027
Medium term	2 to 5 years	2028-2030
Long term	>5 years	2031 on

Strategic priorities shape how Willdan identifies and evaluates climate-related risks and opportunities. By applying the results of the double materiality assessment and the TCFD gap analysis, the Company has defined a clear set of climate drivers that influence both short-term operations and long-term positioning.

The climate-related risks and opportunities presented on the next page in Tables 4 and 5 were derived from Willdan’s 2024 double-materiality assessment and the TCFD gap-analysis process. The table summarizes the climate-related risks and opportunities most relevant to Willdan, highlighting the external factors that could influence operations, service delivery, and long-term planning.

STRATEGY

Table 4. Climate-related Risks

Climate-related Risks			
Type	Category	Description	Time Horizon
Policy and Legal	Transition	Regulatory changes, evolving market expectations, and technological advancements could affect service delivery, compliance costs, or client demand across Willdan's operations.	Medium Term 2 to 5 Years
Extreme Weather Events	Physical	Increased frequency and severity of extreme weather events, supply chain disruptions, and infrastructure vulnerabilities that could impact operations and client service delivery.	Short Term <2 Years
Energy Efficiency & Decarbonization	Transition	Evolving regulations and low-carbon technologies may increase compliance obligations, shift client demand, and potentially impact how services are delivered.	Long Term >5 Years

Table 5. Climate-related Opportunities

Climate-related Opportunities			
Type	Category	Description	Time Horizon
Extreme Weather Events	Physical	Increased extreme weather events could increase the demand for engineering and professional services to replace, harden, and adapt buildings, energy systems, and civil infrastructure to a changing, warmer climate.	Medium Term 2 to 5 Years
Operational Efficiency	Transition	Opportunities to improve performance and reduce costs through renewable energy sourcing, resource optimization, and waste reduction initiatives.	Short Term <2 Years
Client & Policy Alignment	Transition	Participation in federal and state sustainability programs that promote net-zero infrastructure, energy transition funding, and policy-driven market incentives.	Short Term <2 Years

a) Climate-related risks and opportunities the organization has identified over the short, medium, and long term (*continued*).

These insights serve as the basis for incorporating climate considerations into strategic decision-making, business resilience planning, and financial performance forecasting.

Willdan mitigates climate-related risks through a combination of environmental oversight, operational preparedness, and ongoing monitoring of emerging regulatory and market conditions. The Company's Environmental Policy and related management practices guide how environmental considerations are incorporated into day-to-day operations, including periodic evaluations of environmental performance, compliance obligations, and resource use across offices. Willdan's headquarters maintains an ISO 14001-certified EMS, and similar principles inform broader environmental practices throughout the organization. Business continuity procedures, health and safety programs, and hazard-monitoring activities further support operational readiness in the face of unexpected disruptions or changing environmental conditions. Willdan also tracks policy developments, technology trends, and stakeholder expectations to help inform strategic planning.

These ongoing efforts to manage climate-related risks help create the conditions for new opportunities, as reflected in Tables 4 and 5, while also complementing Willdan's broader strategic and financial planning processes by reinforcing the integration of climate considerations into daily operations and long-term decision-making.



b) Impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.

Climate-related risks and opportunities inform Willdan's overall business direction, influencing strategic priorities, operational planning, and financial management. They shape decisions about where to invest, how to manage exposure, and how to position Willdan for long-term growth. Integrating these considerations into core planning processes helps Willdan remain resilient and aligned with its decarbonization and value-creation goals.

Although climate-related risks are not currently expected to have a material adverse financial impact in the near term, management continues to evaluate potential exposure to regulatory change, extreme weather disruption, and shifts in client demand as part of its enterprise risk assessment process.

Willdan is expanding its risk assessment process to better evaluate how key physical and transition risks could affect financial performance and operations. This process focuses on identifying the most material risks and opportunities, quantifying impacts where data are available, and applying qualitative analysis where information is still emerging. These insights help determine how climate-related factors influence costs, revenues, and capital allocation, ensuring that our financial planning supports long-term resilience.

To operationalize this framework, Willdan is collaborating with internal stakeholders to:

1. Establish a consistent scoring system for likelihood and financial impact.
2. Categorize risks and opportunities under TCFD's four pillars.
3. Assign ownership across key business functions to ensure accountability.
4. Align implementation with regulatory expectations.

b) Impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning *(continued)*.

Willdan's strategic planning embeds climate considerations across service delivery, operations, and growth initiatives. Transition and physical risks, such as evolving disclosure regulations, energy policy shifts, and weather-related disruptions, are assessed through our ERM framework.

These insights drive strategic focus on expanding energy efficiency, electrification, and decarbonization services, while advancing operational sustainability through renewable energy sourcing and waste reduction. The growing demand for low-carbon, resilience-focused engineering solutions is also creating new revenue streams and strengthening client partnerships. Through this integration, climate factors inform both business development and long-term resilience planning within our 2033 strategic horizon.

Climate-related factors are incorporated into Willdan's financial models and capital planning to ensure long-term value creation. Investments in energy-efficient facilities, renewable energy certificates (RECs), and technology modernization are factored into budgets to manage cost exposure and enhance efficiency. Oversight by the CEO, CFO, and relevant Board committees ensures climate-related insights directly inform annual budgeting, risk management, and capital-allocation decisions.



STRATEGY

- c) Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 degrees Celsius or lower scenario.

Willdan recognizes the critical importance of evaluating the resilience of our business strategy under a range of potential climate-related scenarios. While a formal, quantitative climate scenario analysis has not yet been completed, Willdan has qualitatively considered how transition and physical risks may influence long-term strategy.





RISK MANAGEMENT

Disclose how the organization identifies, assesses and manages climate-related risks.

a) Processes for identifying and assessing climate-related risks.

As climate-related risks and opportunities are identified through Willdan's strategic processes, they are incorporated into a broader risk management framework that structures how these risks are evaluated, prioritized, and addressed. Willdan identifies and evaluates climate-related risks through an integrated process that combines ERM, sustainability governance, and stakeholder engagement. This approach enables us to capture both transition and physical risks across our operations and to assess their potential financial and strategic impacts. The results from our double materiality assessment inform Willdan's business planning and long-term resilience.

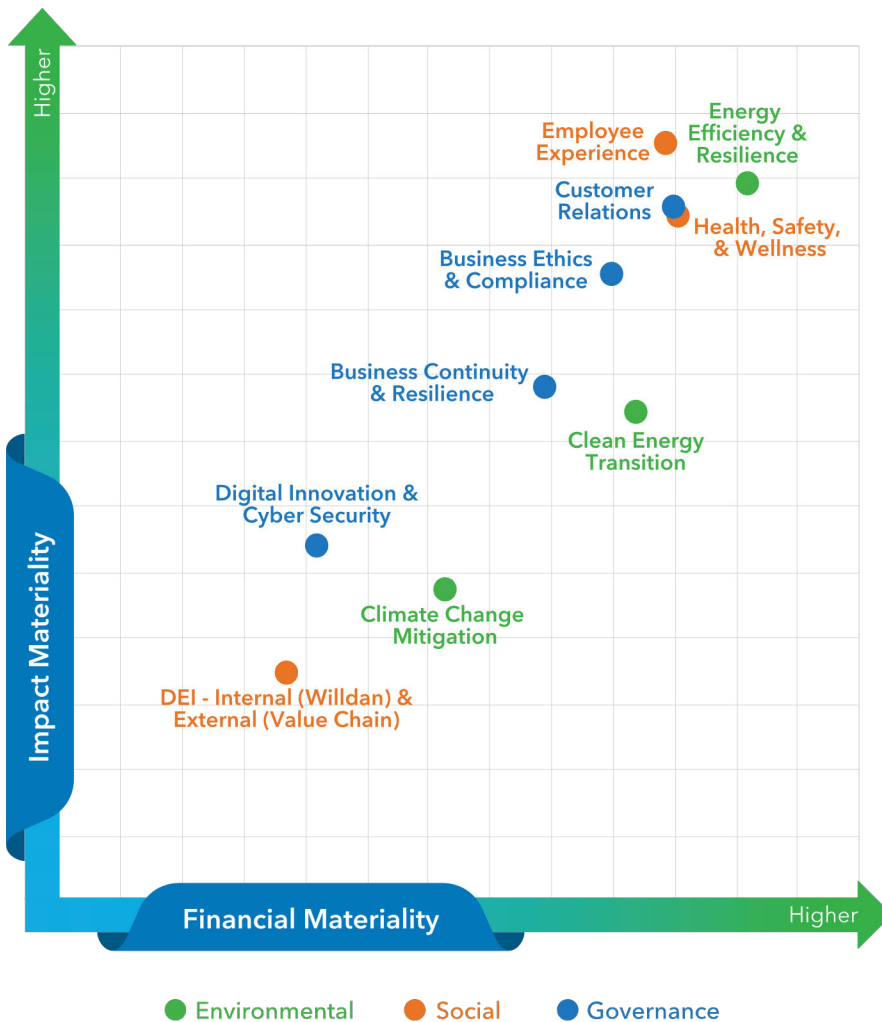
Willdan's risk management framework integrates climate-related considerations into our enterprise-wide governance, strategy, and decision-making processes. The double materiality assessment (shown on the next page of this report) evaluates both financial materiality (how climate-related issues could affect Willdan's financial performance) and impact materiality (how Willdan's operations and services affect the environment). These insights inform the Company's ERM framework, enabling management to identify key transition and physical risks and integrate them into business continuity and capital planning. The double materiality assessment integrates global reporting standards, including the GRI, ISSB, and CSRD.

Willdan's risk identification process incorporates continuous engagement with internal and external stakeholders, which includes employees, customers, investors, regulators, and community partners. Feedback from these groups helps refine our understanding of climate-related exposures and informs the prioritization of mitigation strategies within the ERM framework. Stakeholder input is reviewed periodically to ensure emerging risks and opportunities are captured within the ERM cycle.

Management also evaluates risks related to environmental performance, supply chain resilience, and operational continuity through Willdan's ISO 14001-certified EMS. The EMS supports compliance with environmental standards and drives continuous improvement in data quality and risk evaluation. Outputs from this process inform mitigation strategies, capital planning, and the integration of climate resilience into operational decision-making.

a) Processes for identifying and assessing climate-related risks (*continued*).

Materiality Matrix



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.

This assessment has also informed our 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.

b) Processes for managing climate-related risks.

Willdan's management uses the Company's ERM framework to prioritize, mitigate, and monitor climate-related risks alongside other strategic and operational risks. This results in climate risk management being embedded into capital allocation, project development, and business continuity planning. The system also includes a series of processes designed to manage climate-related risks across operations and business planning.

Key processes for managing climate-related risks include:

Policy Frameworks: Willdan's Environmental Policy outlines clear expectations for environmental stewardship, emissions management, and compliance with applicable regulations. This policy guides decision-making across the Company and provides the foundation for implementing Willdan's EMS, certified to ISO 14001 standards.

Emission Reduction Targets and Performance Tracking: Willdan maintains corporate-level GHG reduction targets aligned with the *SBTi* and the *GHG Protocol*. Progress toward these targets is reviewed annually by management and disclosed through sustainability reporting, ensuring accountability and transparency.

Operational Controls and Risk Mitigation Measures: Management implements controls to reduce operational risks related to energy efficiency, fleet management, resource use, and waste generation. The EMS supports continuous improvement through internal audits, compliance evaluations, and corrective action plans.

Business Continuity and Resilience Planning: Climate-related risks, such as extreme weather events and supply chain disruptions, are incorporated into Willdan's business continuity and resilience plans to ensure Willdan can quickly adapt after a disruption.

Customer and Supply Chain Engagement: Willdan engages with clients and suppliers to manage shared climate risks and opportunities, encouraging the adoption of low-carbon technologies and sustainable procurement practices. Collaboration with customers supports delivery of energy efficiency, decarbonization, and climate adaptation projects.

Willdan's cross-functional ESG management team regularly reviews progress on climate-related initiatives, while the CEO and CFO validate updates to the double materiality assessment and emissions performance metrics. This ensures that mitigation measures, performance data, and emerging risks are communicated to the Board and incorporated into enterprise-level strategic planning.

c) How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Willdan integrates climate-related risks into its ERM framework to ensure consistent oversight, evaluation, and mitigation across strategic, operational, and compliance domains. This integration connects climate risk management with the Company's broader governance structure, linking oversight by the Board and senior management to day-to-day operational controls. By embedding climate considerations into Willdan's overall risk management system, we strengthen its ability to anticipate emerging risks, inform decision-making, and enhance long-term resilience.

Integration occurs through three main channels:

- 1. Strategic Oversight:** Climate-related risks and opportunities are incorporated into Willdan's long-term strategy and capital planning processes. The Strategy, Mergers & Acquisitions Committee evaluates the resilience of business strategies to climate transition and physical risks, while the Audit Committee oversees internal controls. Findings from the Company's double materiality assessment are reported to the Board to inform them of strategic priorities, investment decisions, and company-wide risk management efforts.
- 2. Operational Risk Controls:** Climate risks identified through the ERM process are managed at the operational level through Willdan's EMS, certified to ISO 14001 standards. The EMS integrates risk mitigation measures across offices and worksites, including compliance evaluations, audits, and corrective actions. It also links climate-related operational controls, such as emissions reduction initiatives, energy efficiency programs, and supply chain engagement, to broader company risk frameworks.
- 3. Continuous Improvement and Monitoring:** Climate-related risks and mitigation actions are reviewed regularly by the cross-functional ESG management team, which reports progress to the CEO, CFO, and relevant Board committees. Management monitors key ESG indicators and emerging regulatory trends, using results to update the double materiality assessment and refine Willdan's enterprise risk profile. This continuous feedback loop ensures that climate-related risks remain embedded in enterprise-level decision-making, resilience planning, and disclosure processes.

c) How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management (*continued*).

Through this integrated approach, Willdan ensures that climate-related risks are considered alongside financial, operational, and strategic risks, enabling the Company to maintain long-term resilience and deliver sustainable value for stakeholders. Willdan's risk management processes are supported by environmental metrics that enable monitoring, assessment, and transparent reporting of climate-related performance. The next section outlines the key metrics used to evaluate progress and inform decision-making.





METRICS AND TARGETS




As climate-related risks are managed across governance, operations, and the ERM framework, Willdan tracks environmental metrics to evaluate progress and support transparent reporting. These metrics help monitor performance, inform planning, and demonstrate alignment with climate and sustainability priorities.

METRICS AND TARGETS

a) Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management processes.

Willdan tracks climate-related risks and opportunities through a comprehensive set of environmental performance metrics covering GHG emissions, energy use, waste, and water efficiency. By monitoring and reporting these indicators annually, Willdan evaluates progress towards decarbonization, resource efficiency, and resilience goals, ensuring climate-related performance remains integrated into strategic and financial planning.

Table 6. Climate-related Metrics

Target	Sustainability Performance Objective	Metric (KPI)	2023	2024
	GHG Emissions	See Table 7	See Table 7	See Table 7
	GHG Emissions Reduction	See Table 8	See Table 8	See Table 8
	Electricity	Electricity Consumed (kWh)	3,259,540	3,078,670
		Electricity Consumed per Net Revenue (kWh/\$M)	12,070	10,400
		Electricity Consumed per Employee (kWh/employee)	2,017	1,748
	Natural Gas	Gas Consumed (Therms)	49,300	47,230
		Gas Consumed per Net Revenue (Therms/\$M)	182.6	159.6
		Gas Consumed per Employee (Therms/employee)	30.5	26.8

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. This table reflects Willdan's operational electricity and natural gas use only and does not capture the energy savings achieved by Willdan's customers using its services. As disclosed in the 2024 Sustainability Report, Willdan's customers achieved approximately 415.8 GWh of electricity savings and 8.6 million therms of natural gas savings in 2024.

METRICS AND TARGETS

a) Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management processes (*continued*).

Waste Management (Reduce, Reuse, and Recycle)

As a professional services company, Willdan generates a relatively limited waste footprint, most of which is associated with office-based activities. While we lease space within multi-tenant office buildings, a significant portion of our work is performed at client sites, where waste generation is minimal and typically limited to temporary project activity. Because we occupy leased, multi-tenant facilities, we do not have direct control over building-level waste systems and rely on property management teams to provide and manage recycling and disposal 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 limiting 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 (computers, cell phones, monitors, etc.), 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 waste disposal 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.

METRICS AND TARGETS

a) Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management processes (*continued*).

Water Conservation and Wastewater Discharge

Our goal is to reduce water use and wastewater discharge by 10% when normalized per employee, per dollar of net revenue, or by another appropriate factor that accounts for growth by 2033. As Willdan operates exclusively in leased, multi-tenant office spaces, we do not have direct control over the building's water systems and cannot obtain space-specific water or wastewater data from the building owners. Our reduction targets represent Willdan's corporate goals, even though exact consumption data for the leased locations may not be fully available.



METRICS AND TARGETS

b) Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions and the related risks.

Willdan conducts an annual Scope 1, Scope 2, and Scope 3 GHG Emissions Inventory in full accordance with the Greenhouse Gas Protocol Corporate Standard. The inventory is reviewed annually as part of the Company's EMS and reported to the Board as part of its ESG oversight.

Table 7. Willdan's GHG Emissions (in MTCO₂e)

GHG Category	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	Tracking commenced in 2023			1,455	1,491
Total	2,535	2,474	2,509	3,470	3,345

Scope 1 emissions include direct fuel combustion from company vehicles and equipment. Scope 2 emissions reflect purchased electricity used in leased offices. Scope 3 emissions encompass business travel, employee commuting, and purchased goods and services. For Scope 3, upstream and downstream impacts are limited due to Willdan's service-based model.

Emissions rose temporarily in 2023 due to expanded project activity and inclusion of new Scope 3 categories, but overall totals remained stable year-over-year. Willdan continues to implement initiatives to reduce its footprint through fleet efficiency, low-carbon commuting, renewable energy procurement, and supplier engagement to improve Scope 3 performance.

While our Scope 1 and 2 emissions remain relatively limited due to our service-based operations and leased office footprint, we recognize the importance of managing and reducing emissions across our entire value chain. As shown in our 2024 Sustainability report, our GHG emissions represented about 1% of the GHG emissions we helped our customers avoid through our energy management and efficiency services. Willdan remains committed to aligning with global best practices, including the SBTi.

METRICS AND TARGETS

c) Targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Willdan has established time-bound GHG reduction targets aligned with 1.5 °C and 2.0 °C pathways published by the Intergovernmental Panel of Climate Change (IPCC). These targets address both direct (Scope 1 and 2) and indirect (Scope 3) emissions, supporting the Company's sustainability and operational efficiency goals. Willdan measures progress in both absolute and normalized terms (per employee and per dollar of net revenue) and reported annually to the Board of Directors through Willdan's EMS and ESG framework.

Willdan's targets, highlighted in Table 8, are informed by science-based methodologies and guidance from the U.S. Environmental Protection Agency (EPA) and the SBTi.

Table 8. Willdan's GHG Emission Reduction Targets

GHG Category	Base Year	Target Reduction by 2030	Annual Average 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

Performance against these targets is evaluated annually through the EMS and validated as part of Willdan's double materiality assessment, ensuring transparency and alignment with global reporting frameworks, including GRI, ISSB, and CSRD.

c) Targets used by the organization to manage climate-related risks and opportunities and performance against targets (*continued*).

Willdan's Environmental Policy outlines a comprehensive decarbonization strategy focused on direct emissions reductions, renewable energy use, offsets, and sustainable resource management.

Key targets include:

- 1. Reduce Direct Emissions (Scopes 1 and 2):** Willdan will achieve this by improving energy efficiency in leased facilities and operations and expanding the use of renewable energy through renewable energy certificates (RECs). Decarbonization actions include leasing more energy-efficient facilities, investing in technology and virtual efficiency tools, and engaging employees to work sustainably.
- 2. Transition to Cleaner, Low-Carbon Technologies:** Willdan will continue adopting and deploying cleaner and more efficient technologies to reduce both its own carbon footprint and that of its clients. This commitment aligns with the 1.5°C IPCC science-based pathway.
- 3. Reduce and Recycle Waste:** Through recycling programs and employee-supported waste collection, Willdan aims to reduce hazardous and non-hazardous waste by 10% (normalized per employee or per revenue dollar). We also plan to achieve 100% e-waste recycling by 2030, covering office electronics and other materials.
- 4. Employee and Supply Chain Engagement:** Willdan engages employees and suppliers to advance sustainability initiatives, including low-carbon commuting, energy conservation, and responsible procurement practices. These collaborative efforts help reduce Scope 3 emissions and strengthen resilience across the value chain.

Progress toward all environmental and GHG reduction targets is monitored quarterly by the cross-functional ESG management team and reviewed annually by the CEO, CFO, and Board committees. Results are integrated into ERM, capital planning, and corporate strategy updates. Our comprehensive target framework ensures ongoing progress in reducing Willdan's environmental footprint, mitigating climate-related risks, and enhancing stakeholder value.

Willdan's Metrics and Targets, combined with the previous disclosures, show how Willdan approaches climate-related governance, strategy, risk management, and performance measurement in a structured and integrated manner.

NEXT STEPS

Looking ahead, Willdan will continue to strengthen its climate governance and risk-management practices in alignment with evolving global climate-related disclosure standards. These efforts include expanding analysis of physical and transition risks, improving the quantification of climate-related financial impacts, and integrating materiality insights more deeply into long-term financial and strategic planning.

Willdan also plans to enhance cross-functional ESG data coordination, particularly for Scope 3 categories, while increasing resilience planning for extreme weather, supply chain vulnerabilities, and other emerging risks. Together, these initiatives support continuous improvement and position Willdan to further enhance transparency, regulatory alignment, and climate resilience.

For further information regarding this disclosure, please contact sustainability@willdan.com.

Forward-Looking Statement Disclaimer:

This report contains forward-looking statements that reflect management's current expectations regarding climate-related risks and opportunities. Actual results may differ materially due to evolving regulations, data availability, and other external factors.

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.