

ESG Data 2025 - Social Data

1. TEPCO Holdings and core operating companies

(Tokyo Electric Power Company Holdings, TEPCO Fuel & Power, TEPCO Power Grid, TEPCO Energy Partner, and TEPCO Renewable Power)

(1)Employee-Related Indicators

|    | Category                                                                    | Units                     | Performance |        |        | GRI Standard |
|----|-----------------------------------------------------------------------------|---------------------------|-------------|--------|--------|--------------|
|    |                                                                             |                           | FY2022      | FY2023 | FY2024 |              |
| 1  | Number of employees (*1)                                                    | Total                     | 27,585      | 27,369 | 27,158 | 2-7<br>405-1 |
|    |                                                                             | Males                     | 23,937      | 23,686 | 23,441 |              |
|    |                                                                             | Females                   | 3,648       | 3,683  | 3,717  |              |
| 2  | Average age                                                                 | Total                     | 45.6        | 45.7   | 45.6   | 405-1        |
|    |                                                                             | Males                     | 45.9        | 46.0   | 45.9   |              |
|    |                                                                             | Females                   | 43.7        | 43.8   | 43.7   |              |
| 3  | Average number of years on the job                                          | Total                     | 24.5        | 24.4   | 24.2   | -            |
|    |                                                                             | Males                     | 24.9        | 24.8   | 24.5   |              |
|    |                                                                             | Females                   | 22.4        | 22.4   | 22.3   |              |
| 4  | Employee Turnover Rate                                                      | Total                     | 4.9         | 5.2    | 5.5    | 401-1        |
|    |                                                                             | Males                     | 5.0         | 5.3    | 5.6    |              |
|    |                                                                             | Females                   | 4.2         | 4.2    | 5.0    |              |
| 5  | Voluntary turnover rate                                                     | Total                     | 1.0         | 1.2    | 1.3    | 401-1        |
|    |                                                                             | Males                     | 1.0         | 1.2    | 1.3    |              |
|    |                                                                             | Females                   | 1.0         | 1.2    | 1.3    |              |
| 6  | Management promotions                                                       | Minimum age of offer      | 37          | 37     | 36     | 405-1        |
|    |                                                                             | Number of female managers | 279         | 279    | 291    |              |
|    |                                                                             | Female managers           | 5.98        | 6.06   | 6.41   |              |
| 7  | Disability Employment                                                       | Employment rate           | 2.20        | 2.20   | 2.20   | 405-1        |
| 8  | Number of newly hired employees                                             | Total                     | 518         | 611    | 709    | 401-1        |
|    |                                                                             | Males                     | 432         | 508    | 581    |              |
|    |                                                                             | Females                   | 86          | 103    | 128    |              |
| 9  | Number of career hired employees (highly skilled human resources)           | Total                     | 199         | 237    | 265    | 401-1        |
|    |                                                                             | Males                     | 162         | 193    | 223    |              |
|    |                                                                             | Females                   | 37          | 44     | 42     |              |
| 10 | Mid-career recruitment ratio of hired employees                             | Total                     | 27.8        | 27.9   | 27.2   | -            |
|    |                                                                             | Males                     | 27.3        | 27.5   | 27.7   |              |
|    |                                                                             | Females                   | 30.1        | 29.9   | 24.7   |              |
| 11 | Number of employees using nursing care leave                                | Total                     | 6           | 4      | 8      | -            |
|    |                                                                             | Males                     | 4           | 4      | 5      |              |
|    |                                                                             | Females                   | 2           | 0      | 3      |              |
| 12 | Percentage of employees using child rearing leave                           | Total                     | 29.7        | 44.9   | 56.9   | 401-3        |
|    |                                                                             | Males                     | 19.8        | 37.0   | 49.9   |              |
|    |                                                                             | Females                   | 89.6        | 89.5   | 87.9   |              |
| 13 | Average number of days taken for paternity leave by men                     | Days                      | -           | 67.0   | 58.8   | 401-3        |
| 14 | Paternity leave utilization rate by men (*2)                                | %                         | 77.3        | 70.2   | 80.5   | 401-3        |
| 15 | Return-to-work rate from childcare leave                                    | Total                     | 99.2        | 99.3   | 99.1   | 401-3        |
|    |                                                                             | Males                     | 100         | 100    | 100    |              |
|    |                                                                             | Females                   | 98.6        | 98.3   | 96.3   |              |
| 16 | Average age of board members (*3)                                           | Age                       | 56.8        | 57.6   | 58.5   | -            |
| 17 | Ratio of unionized employees                                                | %                         | 100         | 100    | 100    | 2-7          |
| 18 | Human capital ROI                                                           | -                         | 0.25        | 2.21   | 2.17   | -            |
| 19 | Total annual hours worked per person (*4)                                   | total hours               | 1,935       | 1,946  | 1,952  | -            |
| 20 | Human rights due diligence implementation rate                              | %                         | 28.8        | 31.8   | 56.0   | -            |
| 21 | Number of employees working long hours (*5)                                 | People                    | 191         | 250    | 85     | -            |
| 22 | High-Stress rate from stress checks                                         | %                         | 11.8        | 11.9   | 10.9   | -            |
| 23 | Number of long-term absentees due to non-work-related injuries or illnesses | People                    | 202         | 215    | 260    | -            |
| 24 | Number of disciplinary cases among consultations to the human rights office | Cases                     | 0           | 3      | 1      | -            |
| 25 | Full-Time Equivalent (FTE) (*6)                                             | People                    | 25,662      | 25,606 | 25,487 | -            |

(2)Health and Safety-Related Indicators (\*9)

|   | Category                                              | Units                 | Performance |        |        | GRI Standard |
|---|-------------------------------------------------------|-----------------------|-------------|--------|--------|--------------|
|   |                                                       |                       | FY2022      | FY2023 | FY2024 |              |
| 1 | Lost time injury frequency rate (LTIFR)               | employees (*6)        | 0.14        | 0.26   | ★0.12  | 403-9        |
|   |                                                       | contractor/consignors | 0.57        | 0.44   | 0.66   |              |
| 2 | Lost time injury severity rate (LTISR)(employees)(*7) | -                     | 0.01        | 0.02   | 0.01   | 403-2        |
| 3 | Number of injured employees                           | Total                 | 8           | 15     | 6      | 403-2        |
|   |                                                       | Males                 | 7           | 12     | 5      |              |
|   |                                                       | Females               | 1           | 3      | 1      |              |
| 4 | Number of injured contractor/consignors               | People                | 45          | 41     | 71     | 403-2        |
| 5 | Number of fatalities (employees)                      | Total                 | 0           | 0      | ★0     | 403-2        |
|   |                                                       | Males                 | 0           | 0      | 0      |              |
|   |                                                       | Females               | 0           | 0      | 0      |              |
| 6 | Number of fatalities (contractor/consignors)          | Total                 | 2           | 0      | ★3     | 403-2        |
|   |                                                       | Males                 | 2           | 0      | 3      |              |
|   |                                                       | Females               | 0           | 0      | 0      |              |

(3)Human Resource Cultivation and Training-Related Indicators

|   | Category                                                     | Units            | Performance |         |         | GRI Standard |
|---|--------------------------------------------------------------|------------------|-------------|---------|---------|--------------|
|   |                                                              |                  | FY2022      | FY2023  | FY2024  |              |
| 1 | Employee training costs (common company-wide training, etc.) | Million JPY      | 381         | 378     | 277     | 404-1        |
| 2 | Employee training hours (common company-wide training, etc.) | Cumulative hours | 105,900     | 111,437 | 110,824 | 404-1        |

\* The figures indicated with ★ are subject to third-party assurance by KPMG AZSA Sustainability Co., Ltd.

\*1 Including secondment / dispatch

\*2 Leave systems established to support employees in childcare

\*3 Excluding outside directors and part-time employees

\*4 Excluding managers / average for all employees

\*5 Number of employees who worked a total of 100 hours or more of overtime and holiday work in a month during the fiscal year

\*6 Total annual working hours of all employees ÷ Prescribed annual working hours of a full-time employee

\*7 The frequency rate is the number of lost-time injury cases per million total working hours (excluding non-lost-time injuries).

Lost-time injury frequency rate = (number of lost-time injury cases ÷ total working hours during the accounting period) × 1,000,000  
Starting from FY2024, with heatstroke-related incidents excluded, the actual performance figures for FY2022 and FY2023 have been retrospectively adjusted accordingly.

The calculation includes regular employees, temporary staff, and seconded employees of the TEPCO Group.

\*8 The LTISR is the total number of lost workdays per 1,000 total working hours excluding injuries for which only the other side is at fault.

LTISR= number of days lost from work due to work-related accidents / total working hours during the accounting period × 1,000  
The calculation includes regular employees, temporary staff, and seconded employees of the TEPCO Group.

\*9 (2)3~6 excludes non-lost-time injuries and injuries for which only the other side is at fault.

#### (4) Diversity Indicators

##### Diversity Indicators

| FY2024                                       | HD    | PG     | EP    | RP    | Total  |
|----------------------------------------------|-------|--------|-------|-------|--------|
| Percentage of female managers                | 6.3%  | 5.8%   | 11.1% | 2.9%  | 6.4%   |
| Percentage of female employees               | 12.4% | 11.8%  | 30.1% | 7.9%  | 13.7%  |
| Percentage of females in hired new graduates | 15.4% | 15.8%  | 32.1% | 21.9% | 18.1%  |
| Number of employees (people)                 | 7,689 | 15,475 | 2,758 | 1,236 | 27,158 |

##### Gender Pay Gap Indicators

| FY2024                               | HD    | PG    | EP    | RP     | Total |
|--------------------------------------|-------|-------|-------|--------|-------|
| Total workers                        | 84.4% | 79.2% | 82.1% | 75.8%  | 81.9% |
| Management position                  | 95.8% | 97.7% | 94.0% | 102.6% | 96.4% |
| Non-managerial position              | 89.5% | 81.2% | 86.5% | 78.6%  | 85.1% |
| Full-time employees                  | 83.3% | 79.8% | 81.0% | 73.1%  | 81.4% |
| Part-time workers/ temporary workers | 84.6% | 67.0% | 87.3% | 77.7%  | 73.3% |

#### (5) Metrics Related to Employee Engagement (\*10)

|    | Category                                           | Units | Performance |        |        |
|----|----------------------------------------------------|-------|-------------|--------|--------|
|    |                                                    |       | FY2022      | FY2023 | FY2024 |
| 1  | Employee Well-being(*11)                           | -     | 6.69        | 6.78   | 6.79   |
| 2  | Job Satisfaction                                   | -     | 0.49        | 0.56   | 0.57   |
| 3  | Feeling of growth                                  | -     | 0.43        | 0.5    | 0.57   |
| 4  | Work-life balance                                  | -     | 0.59        | 0.74   | 0.62   |
| 5  | Putting the corporate philosophy into practice     | -     | 1.13        | 1.18   | 1.11   |
| 6  | Value-Creating climate                             | -     | 0.45        | 0.58   | 0.59   |
| 7  | Mental safety                                      | -     | 1.06        | 1.13   | 1.01   |
| 8  | Feeling that diversity is being promoted           | -     | 0.65        | 0.89   | 0.86   |
| 9  | Feeling that work style reforms are being promoted | -     | 0.75        | 0.81   | 0.67   |
| 10 | Expansion of productivity awareness                | -     | 0.25        | 0.36   | 0.2    |
| 11 | Feeling that health measures are being promoted    | -     | 0.64        | 0.75   | 0.79   |

\*10 (5) The items 2 through 11 are the average score from the employee awareness survey (on a 5-point scale from -2 to 2).

\*11 The average from the 11-point (0~10) scale used in the employee awareness survey.

## 2. TEPCO Group and Consolidated Subsidiaries

### (1) Employee-Related Indicators

|    | Category                                                                                         | Units                  | Performance               |        |        | GRI Standard |              |
|----|--------------------------------------------------------------------------------------------------|------------------------|---------------------------|--------|--------|--------------|--------------|
|    |                                                                                                  |                        | FY2022                    | FY2023 | FY2024 |              |              |
| 1  | Number of employees (*1)                                                                         | People                 | Total                     | 38,027 | 38,121 | 38,190       | 2-7<br>405-1 |
|    |                                                                                                  |                        | Males                     | 32,278 | 32,181 | 32,260       |              |
|    |                                                                                                  |                        | Females                   | 5,749  | 5,940  | 5,930        |              |
| 2  | Average age                                                                                      | Age                    | Total                     | 45.9   | 45.8   | 45.7         | 405-1        |
|    |                                                                                                  |                        | Males                     | 46.3   | 46.4   | 46.3         |              |
|    |                                                                                                  |                        | Females                   | 43.1   | 43.0   | 42.6         |              |
| 3  | Average number of years on the job                                                               | Years                  | Total                     | 22.1   | 21.8   | 21.4         | -            |
|    |                                                                                                  |                        | Males                     | 22.6   | 22.4   | 21.9         |              |
|    |                                                                                                  |                        | Females                   | 18.9   | 18.5   | 18.3         |              |
| 4  | Employee Turnover Rate                                                                           | %                      | Total                     | 5.2    | 5.5    | 5.7          | 401-1        |
|    |                                                                                                  |                        | Males                     | 5.3    | 5.6    | 5.8          |              |
|    |                                                                                                  |                        | Females                   | 4.4    | 4.8    | 5.0          |              |
| 5  | Voluntary turnover rate                                                                          | %                      | Total                     | -      | 1.6    | 1.8          | 401-1        |
|    |                                                                                                  |                        | Males                     | -      | 1.6    | 1.7          |              |
|    |                                                                                                  |                        | Females                   | -      | 2.0    | 2.1          |              |
| 6  | Management promotions                                                                            | People                 | Fastest age               | 32     | 32     | 34           | 405-1        |
|    |                                                                                                  |                        | Number of female managers | 360    | 368    | 415          |              |
|    |                                                                                                  |                        | Female managers           | 5.53   | 5.97   | 6.21         |              |
| 7  | Employment of physically challenged individuals                                                  | Employment rate        | %                         | 2.54   | 2.61   | 2.62         | 405-1        |
| 8  | Number of newly hired employees                                                                  | People                 | Total                     | 801    | 928    | 1,050        | 401-1        |
|    |                                                                                                  |                        | Males                     | 622    | 722    | 804          |              |
|    |                                                                                                  |                        | Females                   | 179    | 206    | 246          |              |
| 9  | Number of career hired employees (highly skilled human resources)                                | People                 | Total                     | 613    | 690    | 766          | 401-1        |
|    |                                                                                                  |                        | Males                     | 443    | 506    | 588          |              |
|    |                                                                                                  |                        | Females                   | 170    | 184    | 178          |              |
| 10 | Number of employees that have used the system for taking leaves of absence for nursing care      | People                 | Total                     | 12     | 15     | 12           | -            |
|    |                                                                                                  |                        | Males                     | 6      | 10     | 7            |              |
|    |                                                                                                  |                        | Females                   | 6      | 5      | 5            |              |
| 11 | Percentage of employees that have used the system for taking leaves of absence for child rearing | %                      | Total                     | 34.7   | 50.2   | 51.6         | 401-3        |
|    |                                                                                                  |                        | Males                     | 22.2   | 39.5   | 44.6         |              |
|    |                                                                                                  |                        | Females                   | 97.8   | 94.4   | 72.9         |              |
| 12 | Paternity leave utilization rate by men (*2)                                                     | %                      | -                         | -      | 87.5   | 401-3        |              |
| 13 | Rate of returning from childcare leave                                                           | %                      | Total                     | 99.0   | 98.0   | 98.9         | 401-3        |
|    |                                                                                                  |                        | Males                     | 100    | 100    | 100          |              |
|    |                                                                                                  |                        | Females                   | 98.3   | 94.7   | 96.0         |              |
| 14 | Average age of executives (*3)                                                                   | Age                    | 54.8                      | 56.6   | 54.2   | -            |              |
| 15 | Ratio of employees in unions                                                                     | %                      | 99.6                      | 99.4   | 99.5   | 2-7          |              |
| 16 | Total annual hours worked per person (*4)                                                        | Total hours            | -                         | -      | 1964   | -            |              |
| 17 | Number of employees working long hours (*5)                                                      | People                 | -                         | -      | 301    | -            |              |
| 18 | Number of long-term absentees due to non-work-related injuries or illnesses                      | People                 | -                         | -      | 387    | -            |              |
| 19 | Full-Time Equivalent (FTE) (*6)                                                                  | People                 | -                         | -      | 36,060 | -            |              |
| 20 | Revenue per FTE                                                                                  | Million JPY per Person | -                         | -      | 188.9  | -            |              |
| 21 | EBIT per FTE                                                                                     | Million JPY per Person | -                         | -      | 8.4    | -            |              |

### (2) Human Resource Cultivation and Training-Related Indicators

|   | Category                                                     | Units            | Performance |         |         | GRI Standard |
|---|--------------------------------------------------------------|------------------|-------------|---------|---------|--------------|
|   |                                                              |                  | FY2022      | FY2023  | FY2024  |              |
| 1 | Employee training costs (common company-wide training, etc.) | Million yen      | -           | 920     | 870     | 404-1        |
| 2 | Employee training hours (common company-wide training, etc.) | Cumulative hours | -           | 290,329 | 282,370 | 404-1        |