

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	People	27,585	27,369	27,158	2-7 405-1
		Males		23,937	23,686	23,441	
		Females		3,648	3,683	3,717	
2	Average age	Total	Age	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	Years	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	Age	37	37	36	405-1
		Number of female managers	People	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	People	518	611	709	401-1
		Males		432	508	581	
		Females		86	103	128	
9	Number of career hired employees (highly skilled human resources)	Total	People	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	People	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	People	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	People	0	★0	0	403-2
		Males		0	0	0	
		Females		0	0	0	
6	Number of fatalities (contractor/consignors)	Total	People	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

The results for FY2024 exclude heatstroke-related incidents.

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)	Total	38,027	38,121	38,190	2-7 405-1
		Males	32,278	32,181	32,260	
		Females	5,749	5,940	5,930	
2	Average 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	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	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	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)	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	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