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Fostering Talent Development and Inclusive Growth

CEM is committed to fostering a diverse, inclusive, equitable, and dynamic workplace, where every employee is respected and trusted, enabling individuals from different backgrounds, with diverse abilities and perspectives, to realise their full potential and inspire one another.

10.1 Workforce Profile and Talent Development

We uphold professionalism and fairness as our core principles, ensuring equal treatment for all employees while providing continuous learning and development opportunities. This enables our workforce not only to achieve career growth at CEM, but also to realise their value in contributing to the Company and society. As at the end of 2025, CEM had a total workforce of 714 employees⁷, with an average age of 41.9.

10.2 Compliance and Labour Rights Protection

10.2.1 Compliance and Labour Protection

CEM strictly complies with the applicable laws and relevant labour regulations of the Macao and formulates and continuously refines its internal human resources management policies in accordance with statutory requirements to safeguard employees' lawful rights and interests, while maintaining a fair and orderly working environment. We have established a range of policies covering annual leave, working hours arrangements, business travel management, and leave administration, clearly defining employees' rights and obligations and ensuring that they are entitled to reasonable rest periods and various statutory leave in accordance with the law. These policies also cover remuneration, overtime arrangements, and other employment terms, ensuring that all practices comply with applicable legal requirements.

CEM regularly reviews these policies and operational practices, closely monitors regulatory updates and requirements, and makes timely adjustments to ensure alignment between policy design and implementation, while maintaining compliance, transparency, and stability in management.

10.2.2 Prevention of Child Labour and Forced Labour

CEM has established relevant human rights protection mechanisms and explicitly stipulates in its Code of Ethics that the use of child labour or forced labour is strictly prohibited. The Company also does not tolerate any such practices by third parties with which it conducts business. All recruitment processes are carried out in accordance with applicable laws, including identity and age verification, to ensure that employees meet the minimum legal working age and are employed on a voluntary basis. At the same time, CEM has established internal monitoring and whistleblowing mechanisms to address any violations, with investigations and follow-up actions conducted in accordance with established procedures.

During the reporting period, CEM recorded no confirmed incidents of child labour or forced labour.

10.3 Remuneration, Benefits and Employee Care

10.3.1 Remuneration and Benefits

CEM has established a comprehensive remuneration and benefits management system, with the Manage Payroll and Fringe Benefits guidelines clearly defining payroll calculation processes, types of allowances, and approval procedures. Remuneration covers basic salary, various allowances, attendance records, and deduction items, and is supported by review and approval mechanisms to ensure accuracy, stability, and consistency in system operations. Employees can also access electronic payslips through an online platform, enhancing information transparency.

CEM regularly reviews its remuneration and benefits arrangements, striving to maintain attractive and competitive employment conditions. In 2025, salary adjustments were implemented for over 90% of employees, alongside enhancements to certain benefits. These included the provision of shift and overtime-related allowances, increases in on-duty and overtime meal subsidies, and adjustments to the Company's contribution ratio under the provident fund scheme based on actual circumstances, in order to better support employees' work and living needs.

In addition, under the Employee Accommodation Support Programme, CEM provides company dormitory rental services to eligible employees. The allocation, use and management of dormitories are carried out in accordance with established policies and are subject to approval by the Executive Committee, ensuring fairness and orderly arrangements.

10.3.2 Family-friendly Arrangements

CEM has implemented a range of family-friendly measures to support employees in balancing work and family responsibilities. In addition to statutory maternity and paternity leave, the Company offers a Family Support programme, extending leave eligibility to employees' parents and parents-in-law. This enables employees to access more flexible arrangements when attending to family needs, responding to the practical requirements of different life stages.

In 2025, CEM organised its annual staff family day, inviting employees and their families to participate, fostering connections among families and creating a more supportive working environment.

⁷ Including temporary contract staff

10.4 Diversity, Equality and Inclusion

CEM is committed to fostering a diverse, equitable, and inclusive workplace, in strict compliance with applicable local laws and regulations. In line with the internal Code of Ethics, the Company recognises the fundamental and universal nature of human rights, and upholds the principles of fairness, legality, and respect to ensure that all employees enjoy equal rights and are treated consistently.

In recruitment, training, promotion, remuneration, job rotation, and other human resources management practices, CEM commits to non-discrimination on the basis of race, gender, religion, marital status, disability, political orientation, social background, place of birth, or nationality, ensuring that all decisions are made based on competence and work performance. The Company explicitly prohibits any form of discrimination, psychological harassment, or sexual harassment, and does not tolerate behaviours that undermine employees' dignity or create intimidating, hostile, humiliating, or uncomfortable work environments. Any violations are addressed in accordance with established procedures.

CEM values a diverse mix of professional backgrounds, cultural experiences, and knowledge perspectives, recognising diversity and inclusion as a key foundation for team collaboration and organisational development. In addition to nurturing local talent, the Company recruits professionals from Mainland China as needed to supplement capabilities in specific technical and management areas. At the same time, Portuguese employees are retained within teams to maintain a multicultural composition, supporting cross-cultural communication and professional collaboration.

By leveraging the complementary expertise and work experiences of employees from different backgrounds, CEM encourages cross-cultural communication and knowledge exchange. The Company fosters a workplace culture that respects differences and embraces diverse viewpoints in daily management and team operations, broadening team perspectives, enhancing collaboration efficiency, and supporting the stable operation of the organisation throughout its sustainable development.

10.5 Training and Development

CEM regards talent development as a crucial foundation for the Company's long-term and sustainable growth. In 2025, we focused on three key areas: enhancing overall professional capabilities, supporting core business operations, and developing future technical and managerial talent. Through systematic planning and implementation of training and talent development initiatives, aligned with the three core principles of "safety, sustainability and green development", we continuously strengthened employees' professional competencies, providing a stable talent foundation for business development and technological transformation.



10.5.1 Training Management

CEM has established internal policies, including Training and Awareness Management and Manage Competence and Training of Employees, to create a training framework covering different functions and job levels, forming a comprehensive capability development system. Training focuses on four key areas: core skills, business capabilities, occupational health and safety, and leadership and personal development. To ensure employees possess the professional competencies required to perform their roles, all employees are required to complete role-specific training aligned with their job functions, thereby maintaining overall professional standards.

To enhance the consistency and practical effectiveness of training programmes, CEM has established a dedicated Training Team to coordinate annual training planning and course design, systematically develop learning pathways and assessment mechanisms, and continuously review the alignment of courses with actual business needs. In recent years, we have also gradually introduced digital tools and explored the use of artificial intelligence to improve training management efficiency and the learning experience.

10.5.2 Career Development

CEM evaluates employees' professional competence, collaborative performance, and development potential through the annual performance appraisal and interview mechanism. This comprehensive assessment identifies skill gaps and training needs, serving as an important basis for subsequent training planning and career development. The Company also adopts a KPI-based performance management approach, linking individual performance with departmental and corporate objectives under a management by objectives framework. Progress against KPI targets is monitored and reviewed through regular departmental performance reports, which are prepared on a monthly, quarterly and annual basis and reviewed by management to support continuous improvement in team performance and business outcomes. The Company also facilitates employees' professional growth and accumulation of diverse work experiences through internal job rotations and cross-departmental assignments.





10.5.3 Professional and Transformational Capabilities

Engineering and technical expertise form a critical foundation for CEM to maintain power supply reliability and service quality. Through systematic training and competency assessment arrangements, the Company has established a step-by-step professional capability development pathway. In collaboration with the Labour Affairs Bureau, CEM also delivers the “Electrical Engineering Personnel Certification Programme” and the “Medium-voltage Switchgear Training Programme”, enhancing overall industry technical standards and consistency.

CEM actively supports engineers in obtaining professional qualifications in the field of Urban Planning and Construction Standards. Through a mentor-matching system and a training programme of no less than 24 months, participants are guided to complete the necessary training and practical requirements in their professional domain, gradually establishing an internal mechanism for knowledge transfer and capability enhancement. By the end of 2025, over 70 CEM engineers had participated in the training programme, with several obtaining professional qualifications and joining the mentor pool, thereby forming an internal professional succession mechanism.

In line with the energy transition and carbon neutrality goals, CEM has also strengthened employees’ capabilities in the field of sustainability, with training covering areas such as decarbonisation technologies, power system transformation, and carbon markets. In 2025, we arranged for employees to attend the Carbon Emissions Trader course and obtain relevant certifications, enhancing their professional foundation in carbon market operations and policy response.

CEM maintains collaborative relationships with University of Macau, Macau University of Science and Technology, and other professional institutions. Through specialised seminars and professional courses, industry knowledge and technological development trends are integrated into the internal training system to reinforce employees’ professional foundation and practical perspectives.

In 2025, CEM co-organised the “Power Systems Towards Carbon Neutrality Training Programme” with the University of Macau, combining theoretical knowledge with industry practice to explore in depth the transition pathways and technological applications of power systems under carbon neutrality goals.

10.6 Team Culture and Employee Cohesion

CEM values traditional culture and employee interaction, and organised multiple festive celebrations during the year to enhance engagement and connections among colleagues. These events provide a platform for interaction beyond work, helping to foster team cohesion and cultivate a corporate culture with a strong sense of belonging.



During the year, CEM held the Staff Annual Dinner, inviting management and staff to participate together.

10.6.1 Physical and Mental Wellbeing

CEM regards employee health as an integral part of daily management. In 2025, the Company continued to participate in the Healthy Enterprise Programme 2025, promoted by the Macao Healthy City Committee and the Health Bureau of Macao, aligning with the shift outlined in the Healthy Macao Blueprint from “passive treatment” to “proactive prevention”. Health management has been gradually integrated into office environment design, employee catering arrangements, and routine administrative measures.

Health Monitoring and Preventive Management

In 2025, CEM collaborated with multiple organisations to hold health seminars and promotional activities covering topics such as chronic disease prevention, cervical spine care, traditional Chinese medicine wellness, and mental health. Professional staff from the Health Bureau of Macao were also present to provide influenza vaccination services. To further strengthen health management, CEM expanded self-service health check stations to the Porto Exterior Substation and the Coloane Staff Canteen, allowing employees to monitor their blood pressure and blood glucose levels at any time.

Implementing the “All-Day Healthy Menu”

CEM’s staff canteen has continued to implement the “All-Day Healthy Menu”, guided by the principles of “less salt, less sugar, lower oil, more fruits and vegetables, and whole grains,” and enhances transparency through nutritional labels and calorie information. In addition, the Company has replaced tableware with rice husk materials and optimised dining facilities, promoting healthy eating while incorporating environmental sustainability.

Cultivating a Healthy Culture through Diverse Sports Teams

Through the CEM Club, we promote a wide range of sports and recreational activities, as well as the annual “Employee Sports Day”, providing employees with a stable platform to participate in and develop their interests in physical activities, while enhancing team cohesion and mutual understanding.

10.7 Occupational Health and Safety

10.7.1 Safety Management System

CEM has always regarded safety as a top operational priority, striving to establish a zero-harm working environment. The Company has formulated a comprehensive Safety, Health, Environment and Quality Policy, committing to continuously reduce the environmental impact of business activities and to eliminate occupational health and safety risks in the workplace.

To ensure the effectiveness of the management system and alignment with international standards, CEM has established a rigorous integrated management system and obtained ISO 45001 Occupational Health and Safety Management System certification. In terms of organisational structure, we have established an Occupational Safety and Health Committee, comprising employee representatives from various departments, to regularly review safety-related matters. In addition, CEM management, employees, and contractors jointly signed the Occupational Health and Safety Charter, clearly defining each party's responsibilities and commitments in maintaining workplace safety, thereby forming a governance framework with full employee participation.



ISO 45001 Occupational Health and Safety Management System certification

Accident Statistics

	2023	2024	2025
Number of Accidents	1	0	2
Accident Frequency Rate (IFR) ⁸	0.77	0.00	1.52
Accident Severity Rate (ISR) ⁹	32.28	0.00	47.78
Lost Days	42	0	63

⁸ IFR = $\left(\frac{\text{Number of work accident}}{\text{Total number of hours worked}} \right) \times 1,000,000$

⁹ ISR = $\left(\frac{\text{Number of absense days}}{\text{Total number of hours worked}} \right) \times 1,000,000$

10.7.2 Caring for Employees

CEM continues to enhance its occupational health and safety management system and strictly implements various internal safety operational guidelines, including the Personal Protective Equipment Guidelines, Hot Work Permit System, and Lockout and Tagout Procedures for high-risk operations. In addition, the Company standardises pre-work risk assessment procedures through the Manage Work Safety process flow, strengthening preventive measures.

CEM has established the CEM Medical Room and provides occupational health services, offering regular occupational health assessments and medical check-ups for employees. A comprehensive incident and accident reporting mechanism is also in place to ensure that abnormal situations are promptly reported and properly followed up.

In alignment with the Healthy Enterprise Programme, CEM has progressively strengthened prevention-oriented health management measures. In 2025, the Company organised seasonal influenza vaccination programmes and employee sports activities to encourage the adoption of healthy lifestyles. During the year, two minor occupational injury cases were recorded, resulting in a loss of 63 working days. Immediate corrective and improvement measures were implemented, and the Company continues to monitor accident frequency and severity indicators, striving towards the long-term goal of “Zero Accidents” through continuous improvement.

CEM places strong emphasis on employees' mental wellbeing by providing relevant support services. The Company has also established the “CEM Reading Corner” as a space for employees to read and relax, supporting a healthy balance between work and personal life. Through mental health promotion and stress management measures, CEM helps employees cope with work-related pressures. The Company also provides flexible working hour arrangements, where operationally feasible, enabling employees to make appropriate adjustments according to their individual needs and enhance work-life balance.

In addition, CEM maintains open communication channels and actively encourages employees to report potential hazards and propose improvement suggestions to management, ensuring that frontline insights serve as an important basis for safety-related decision-making.

Enhancing Employee Experience and Promoting Green Mobility

To enhance employee experience and encourage low-carbon commuting, CEM continues to improve related facilities and services. The Company has installed electric vehicle charging facilities at the CEM Building and the Coloane Power Station, with 24-hour reservation access, providing employees with more convenient charging arrangements.

10.7.3 Safety Culture

In 2025, CEM organised a variety of promotional activities, including the Safety Quiz and the annual Health, Safety, Environment and Quality Awards Ceremony. The ceremony aims to recognise contractors and employees with outstanding performance in safety and environmental protection, thereby motivating partners to jointly enhance safety standards.

Health, Safety, Environment and Quality Awards Ceremony



Safety Quiz



CEM has established a tiered training system covering basic safety knowledge, job-specific skills, and advanced occupational health and safety training. For business partners, CEM has co-organised contractor safety training courses with the Labour Affairs Bureau, ensuring that all personnel entering worksites possess the required safety qualifications. At the same time, we actively implement the "Technical Skills Assessment for Electrical Technicians" programme to comprehensively enhance practitioners' professional standards, promote the standardisation of skills within the power industry, and align with the future policy direction of certification-based employment.

10.7.4 Emergency Safety Management

To strengthen responsiveness to emergency situations, CEM has established a comprehensive emergency management system, formulating the Emergency Preparedness and Response Process Flow and the Emergency Plan and Response mechanism. The Company adopts a "Plan-Do-Check-Act" closed-loop management approach to continuously optimise its processes. Led by the Human Resources and Sustainability Department in collaboration with various operational departments, Internal Emergency Plans have been developed for risk scenarios such as typhoons, flooding, fires, and cybersecurity incidents, clearly defining responsibilities and response procedures for each unit.

CEM regularly updates its emergency guidelines and validates the effectiveness of contingency plans through practical drills. These exercises include simulations of extreme scenarios to test the responsiveness and coordination capabilities of the Incident Management Team and Emergency Plan Coordinators. External organisations, such as the Macao Fire Services Bureau are invited to observe and evaluate the drills, ensuring that emergency mechanisms are practical and operationally effective. In response to extreme weather risks such as typhoons and storm surges, CEM has established the Flood Emergency Response Mechanism, clearly defining the responsibilities of incident response teams and the power restoration process.

