

**University of California**  
**Clinical Enterprise Management Recognition Plan 2 (CEMRP2)**  
**Systemwide Plan Document**  
**For Plan Year July 1, 2025 through June 30, 2026**

The University of California Clinical Enterprise Management Recognition Plan 2 (“Plan”) is governed by *Personnel Policies for Staff Members 34 (Incentive and Recognition Award Plans – Managers & Senior Professionals and Professional & Support Staff)*.

**Plan Purpose**

The purpose of the Plan is to provide the opportunity for at risk variable financial incentives to those employees below the Senior Management Group level responsible for attaining or exceeding key Clinical Enterprise objectives. Achievement is measured based on specific financial and/or non-financial objectives, e.g., quality of care or patient safety, and strategic objectives which relate to the Clinical Enterprise’s mission.

The Plan encourages the teamwork required to meet challenging organizational objectives. The Plan also uses individual performance objectives to encourage participants to maximize their personal effort and to demonstrate individual excellence.

**Plan Oversight**

Development, governance, and interpretation of the Plan will be overseen by an independent Administrative Oversight Committee (AOC), organized by the Vice President – Systemwide Human Resources and Associate Vice President – Total Rewards, and comprised of the following voting members:

- Chancellor of each campus with a Health System
- Executive Vice President – Chief Operating Officer
- Executive Vice President – Chief Financial Officer
- Executive Vice President – UC Health

The AOC, in its deliberations pertaining to the development or revision of the Plan, may consult with representatives from the Health Systems.

The Senior Vice President – Chief Compliance and Audit Officer will assure that periodic auditing and monitoring will occur, as appropriate.

**Plan Approval**

The initiation of the Plan received approval from the President of the University, following a recommendation from the AOC. The Plan is subject to an annual review conducted by the AOC to address design issues and market alignment, as applicable. If the AOC does not recommend any substantive changes, the Plan will be implemented each year upon the approval of the AOC. If the AOC recommends any substantive or material changes to the Plan, including, but not limited to, changes in the award opportunity levels, the AOC will obtain the approval of the President before implementing such changes.

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Reasonable efforts, given all circumstances, will be made to delay implementing substantive or material Plan changes until after the end of the current Plan year. However, if changes are implemented during the Plan year that would affect the award calculations, changes will only be applied prospectively to the remaining portion of the Plan year. Plan changes recommended by the AOC that are not material or substantive, or are deemed to be technical corrections, may be approved by the AOC after consultation with the President and will then be implemented by the AOC at an appropriate time. The President will receive reports of all changes to the Plan.

Chancellors have authority to modify certain features of the Plan for their locations, as set forth below. If a Chancellor chooses to make any of the permissible modifications identified below, a local version of this Plan Document (“Local CEMRP2 Plan Document”) will be prepared that summarizes those modifications in an addendum but will otherwise be consistent with this Systemwide CEMRP2 Plan Document. The Chancellor will obtain AOC’s approval of the Local CEMRP2 Plan Document prior to implementation. Once a Local CEMRP2 Plan Document is approved by the AOC and implemented at a location, the Local CEMRP2 Plan Document will govern the administration of CEMRP2 at that location.

**Plan Year**

The Plan year will correspond to the University’s fiscal year, beginning July 1 and ending the following June 30.

**Plan Administration**

The Plan will be administered locally under the purview of the Chief Human Resources Officer at each UC Health location, consistent with the Plan features outlined in this document, and as approved by the President. The Plan features and provisions outlined in this document will supersede any other Plan summary.

**Eligibility to Participate**

Employees in the following classifications who make contributions that enable their medical center to attain or exceed key Clinical Enterprise objectives are eligible to participate in the Plan:

- Managers and Senior Professionals (MSP)
- Professional and Support Staff (PSS)
- Exclusively represented employees, provided that their applicable collective bargaining agreements do not prohibit Plan participation.

Employees in the foregoing categories may participate regardless of their appointment type unless the Chancellor has elected to restrict participation to employees in particular types of appointments in the location’s Local CEMRP 2 Plan Document.

Senior Management Group (SMG) members are only eligible to participate in CEMRP1 and are not eligible to participate in CEMRP2.

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Participants must have at least a “Meets Expectations” overall rating on their performance evaluation for the Plan year to be considered for an award under the Plan. (*PPSM 23* requires that written performance evaluations be completed annually.) A manager may reduce an award according to the participant’s overall performance rating. However, an overall performance rating below “Meets Expectations” will eliminate the total award for that participant.

Participants must be employees of the University (at any location) at the end of the Plan year to be eligible to receive an award for that Plan year, unless they have retired or involuntarily separated from the University as set forth in the Separation from the University provision below.

A participant who has been found to have committed a serious violation of state or federal law or a serious violation of University policy at any time prior to the distribution of an incentive award will not be eligible to receive an incentive award for the Plan year. If such allegations against a participant are pending investigation at the time of the incentive award distribution, the participant’s award for that Plan year may be withheld pending the outcome of the investigation.

Likewise, when it has been determined that a participant’s own actions or the participant’s negligent oversight of other University employees played a material role in contributing to a serious adverse development that could harm the reputation, financial standing, or stability of the participant’s Medical Center (*e.g.*, the receipt of an adverse decision from a regulatory agency, placement on probation status, or the adverse resolution of a major medical malpractice claim), the AOC has the discretion to decide that the participant will either not be eligible for an award under the Plan that year or will receive an award that has been reduced as a result of and consistent with the participant’s role with regard to the adverse development. If the participant’s role with regard to the adverse development is still under investigation at the time of award distribution, the participant’s award for that Plan year may be withheld pending the outcome of the investigation.

Plan participation in any one year does not provide any right or guarantee of eligibility or participation in any subsequent year of the Plan.

Participants in this Plan may not participate in any other incentive plan during the Plan year, including the Health Sciences Compensation Plan, except in the event of a mid-year transfer within the University. Specifically, if a Plan participant is eligible for only a partial year award under this Plan because a mid-year transfer of position renders him or her eligible for Plan participation for only a portion of the Plan year, he or she may participate in a different University incentive plan for the other portion of the Plan year. Concurrent participation in this Plan and another University incentive plan is not permitted.

Prior to the beginning of the Plan year, each location’s CEMRP Coordinator will submit the CEMRP2 Plan addendum noting the population(s) eligible to participate in the Plan at their location. The Plan Addendum template is attached at the end of this plan document.

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**Award Opportunity Levels**

As part of their competitive total cash compensation package, Plan participants are assigned Threshold, Target, and Maximum Potential award opportunity levels, expressed as a percentage of their salary. These award opportunity levels serve to motivate and drive individual and team performance toward annually established objectives. Target award opportunity levels will be calibrated to expected results while Maximum Potential award opportunity levels will only be granted for superior performance against established performance standards.

A participant’s award opportunity level will depend on the tier to which the participant is assigned. Each location will determine which tier in the table below applies to each participant based, in part, on the participant’s position within the organization, the relative scope of the participant’s responsibilities, and the potential impact of the participant’s decisions. The award opportunity levels shown in the table below for Threshold, Target, and Maximum Potential represent the highest award opportunities available for each level of performance for the participants in each tier.

Chancellors may elect to establish award opportunity percentages for Threshold, Target, and Maximum Potential award opportunity levels, at their location, that are lower than those stated in the table below if they implement a Local CEMRP2 Plan Document.

Chancellors may also elect to state Threshold, Target, and Maximum Potential award opportunity levels in terms of flat dollar amounts instead of percentages at their location if they implement a Local CEMRP2 Plan Document.

Actual awards to individual Plan participants may not exceed the levels stated in the table below for the Plan participant’s tier and actual performance level during the Plan year. A Plan participant’s tier may be amended during the Plan year if the participant changes positions within the organization and the new position has a higher or lower tier. The participant’s new position must be eligible to participate in the Plan for the tier to be adjusted. In the event of such a transfer, the participant’s actual award should be adjusted in accordance with the changes in tier and salary, taking into account the amount of time spent in each position (tier).

<b>Opportunity Tier</b>	<b>Threshold Opportunity (as % of Salary)</b>	<b>Target Opportunity (as % of Salary)</b>	<b>Maximum Potential Opportunity (as % of Salary)</b>
Tier A	5%	10%	15%
Tier B	4%	7.5%	10%
Tier C	2%	3.5%	5%

For the purpose of calculating awards using the table above, “salary” is defined as a participant’s annual base salary, unless the Chancellor elects to adopt a broader definition of salary for that location. Specifically, a Chancellor may choose to include other components of compensation

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(e.g., stipends) in the definition of “salary,” provided that a uniform definition is used for all participants at that location.

Chancellors may elect to permit concurrent participation in this Plan and a University recognition award plan if they implement a Local CEMRP2 Plan Document. However, a participant's combined award amount (cash awards under this Plan and the recognition award plan) for a Plan year may not exceed the Maximum Potential Award opportunity level of the Plan participant's CEMRP2 Tier. Awards are calculated on the salary in effect on June 30 of the Plan year.

**Performance Standards**

Each Plan participant will be assigned Performance Objectives which have standards of performance defined as Threshold, Target, and Maximum Potential performance consistent with the following:

*Threshold Performance* – Represents the minimum acceptable performance standard for which a recognition award can be paid. This level represents satisfactory results, but less than full achievement of stretch objectives.

*Target Performance* – Represents successful attainment of expected level of performance against stretch objectives.

*Maximum Performance* – Represents results which clearly and significantly exceed all performance expectations for the year. This level of accomplishment should be rare.

**Performance Objectives and Weightings**

Prior to the beginning of each fiscal year, financial and/or non-financial objectives will be established consistent with the mission and objectives of each medical center in the Clinical Enterprise. Each Plan participant should be assigned an overall minimum of three performance objectives that fall into the categories below. It is recommended that no more than three objectives be established per category utilized, with no more than nine objectives in total per participant. Objectives should each relate to one of the following:

- Financial Performance
- Quality Improvements
- Patient Satisfaction
- Key Initiatives in Support of the Strategic Plan
- People and other Resource Management

In addition, the participants' performance toward their assigned objectives will be measured across three organizational levels, when appropriate: Institutional (defined as the participant's medical center), Departmental (defined as the participant's department), and Individual. Institutional objectives encourage cross-departmental teamwork and recognize the joint effort

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needed to meet challenging organizational objectives. Departmental objectives encourage team and individual effort. Individual objectives are designed to encourage participants' maximum effort and demonstration of individual excellence. Each location may establish weightings for each of these three organizational levels to properly align participants' efforts with the clinical objectives.

Annual objectives at the Institutional level will be established and administered by the individual CEOs of each medical center in consultation with their Vice Chancellors–Health Sciences and/or Chancellors. Objectives at the Departmental level will be established by the CEO's cabinet members. Objectives at the individual level will be established and administered by each participant's supervisor in consultation with the appropriate cabinet member.

Objectives must be established for each participant in advance of or shortly after the beginning of the Plan year. Objectives must be specific, measureable, and stretch. Assessment of participants' performance and contribution relative to these objectives will determine their actual award amount. The Chief Human Resources Officer will be responsible for monitoring the objectives for their location's participants to ensure they are established in a timely manner and that they represent stretch objectives.

The AOC will periodically request that the Senior Vice President – Chief Compliance and Audit Officer, in an independent advisory capacity, review a sampling of Plan participants' objectives to ensure that objectives are being set appropriately.

**Plan Funding and Minimum Threshold for Financial Standards**

Full funding of STI awards for participants at a Health System in the plan year are to be paid from health revenues only. Payment of awards is contingent upon each Health System's ability to pay out the awards while maintaining a positive Modified EBIDA. This minimum threshold financial standard is based on the calculation of Modified EBIDA as reported to the Regents' Health Services Committee.

In the event that the Health System cannot meet that financial standard for the Plan year, and the Health System attains key Institutional non-financial objectives, the AOC may consider and approve, in consultation with the Chancellor and EVP – UC Health, partial STI award payouts for some or all of that Health System's Plan participants based on the Award Opportunity Levels defined above and participants' achievement of their assigned STI performance objectives for the Plan year.

**Incentive Award Eligibility Criteria**

Participants must have a minimum of six months of service to participate in the Plan and will receive a prorated award in their first year of participation. Similarly, participants who were not working for a significant portion of the Plan year may receive a prorated award. Participants who transfer within the University to a position that would not be eligible for participation in the Plan are eligible to receive a prorated award for that Plan year.

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**Administrative Provisions and Award Approval**

The Plan will be administered under the purview of the Systemwide HR Executive Compensation Unit, at the Office of the President, consistent with the Plan features outlined above, and as approved by the President. The Plan features and provisions outlined in this document (or the Local CEMRP2 Plan Document, if applicable) will supersede any other Plan summary.

The assigned UCPATH Earn Code of “XCI” specific to this Plan **must** be used when paying awards to employees.

The supervisor of each Plan participant will provide him/her with an annual Terms and Conditions document that (a) identifies the participant’s individual performance objectives for the Plan year, (b) defines the standards that will be used to measure Threshold, Target, and Maximum Potential performance for each objective, and (c) assigns any performance weightings to the participant’s objectives. The Terms and Conditions document should state that administration of the Plan is governed by this Document (or the Local CEMRP2 Plan Document, if applicable) and should either attach a copy of or provide the web address for this Document (or the Local CEMRP2 Plan Document, if applicable).

At the end of each fiscal year, each location’s CEMRP Coordinator will provide a summary of the estimated award amounts by tier that are the anticipated maximum payout amounts and a list of the funding sources from which the awards will be paid. A detailed CEMRP2 participant award list is not required until reporting the final actual award amounts as noted below.

The CEMRP Coordinator for each location must ensure that the summary of estimated maximum CEMRP2 award amounts have been approved by the appropriate CHRO, Medical Center CEO and Chancellor, prior to being submitted to the Systemwide HR Executive Compensation Unit for presentation to the AOC for approval.

Review and approval of all awards under the Plan will be the responsibility of the AOC, which will review and approve the maximum award amounts prior to authorization for payments to be processed as part of the off-cycle UCPATH payroll process for CEMRP1/2 award payments, estimated to be on or about November 1<sup>st</sup> of each year. The actual awards paid, showing the funding sources for the payments, are to be submitted to the Systemwide HR Executive Compensation Unit by December 15<sup>th</sup> in order to report out to the AOC the final award amounts in comparison to the estimated maximum award amounts that were approved by the AOC. The CEMRP Coordinator must confirm that the appropriate CHRO, the Medical Center CEO and the Chancellor have approved the final award amounts prior to processing the payments, and prior to submitting the final award list to the Systemwide HR Executive Compensation Unit.

CEMRP2 awards will be processed after the Vice President – Systemwide Human Resources provides notification to release the awards unless they have been deferred pursuant to the

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provision set forth below. Additionally, the Systemwide HR Executive Compensation Unit will provide the President with an analysis of the award recommendations before the awards are scheduled to be paid. The awards will be reported annually to the President and/or the Regents consistent with applicable reporting requirements.

The AOC will consult the Senior Vice President–Chief Compliance and Audit Officer in an independent advisory capacity during its review of proposed and paid awards.

Annual incentive awards will be payable in cash, subject to appropriate taxes and pursuant to normal University payroll procedures. The University will not place restrictions or conditions on an employee’s use of any cash awarded under this Plan. As explained in the Award Opportunity Levels provision above, awards will be based on each participant’s salary in effect on June 30 of the Plan year. “Salary” is defined as a participant’s annual base salary unless the Chancellor has elected to use a broader definition of “salary” for the location as stated in the Local CEMRP2 Plan Document.

This Plan may be terminated or replaced at any time for any reason by the President, in consultation with the AOC and the Executive Vice President (EVP) – UC Health. Reasonable efforts, given all circumstances, will be made to delay Plan termination until after the current Plan year has concluded. However, if the Plan is terminated during the Plan year, awards for the current year will still be processed based on participants’ performance during the portion of the Plan year prior to termination of the Plan.

Notwithstanding any other term in the Plan, current year awards may be deferred if the Regents issue a declaration of extreme financial emergency upon the recommendation of the President or if the Clinical Enterprise experiences a systemwide negative cash flow. In such situations, the deferral would be made upon the recommendation of the AOC and require the approval of the President. In such a case the deferred awards will earn interest at the Short Term Investment Pool (STIP) rate. Award payments that have been approved, but deferred, will be processed and distributed as soon as possible. In no event will awards be deferred longer than one year.

The University may require repayment of an award that has been made as a result of inappropriate circumstances.

**Separation from the University**

The table below indicates whether a participant who separates from the University will be eligible to receive a full or partial STI award and specifies when forfeiture of such awards will occur. Retirement will be determined based upon applicable University policies. In order to determine the most accurate STI award for the current Plan year, partial payments will be calculated at the end of the Plan year and issued in accordance with the normal process and schedule.

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Reason for Separation	Separation During Plan Year (i.e., on or before June 30, 2026)	Separation on or after July 1, 2026
Voluntary Separation for any reason other than retirement	<ul style="list-style-type: none"> <li>• Forfeiture of CEMRP2 award for 2025-26 Plan year.</li> </ul>	<ul style="list-style-type: none"> <li>• Payout of full CEMRP2 award for 2025-26 Plan year.</li> </ul>
<ul style="list-style-type: none"> <li>• Retirement</li> <li>• Medical separation due to disability</li> <li>• Death*</li> <li>• Involuntary separation due to reorganization or restructuring</li> </ul>	<ul style="list-style-type: none"> <li>• Partial CEMRP2 award for 2025-26 Plan year.</li> </ul>	<ul style="list-style-type: none"> <li>• Payout of full CEMRP2 award for 2025-26 Plan year.</li> </ul>
Involuntary separation for any other reason	<ul style="list-style-type: none"> <li>• CEMRP2 award for 2025-26 Plan year will be handled on a case-by-case basis.</li> </ul>	

\*In such cases, payments will be made to the estate of the participant.

**Treatment for Benefit Purposes**

Incentive awards under this Plan are not considered to be compensation for University benefit purposes, such as the University of California Retirement Plan or employee life insurance programs.

**Tax Treatment and Reporting**

Under Internal Revenue Service Regulations, payment of CEMRP2 incentive awards must be included in the employee's income as wages subject to withholding for federal and state income taxes and applicable FICA taxes. The payment is reportable on the employee's Form W-2 in the year paid.

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<b><u>Location:</u></b>	
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The Systemwide CEMRP2 Plan Document allows for each Chancellor to elect certain changes to the following plan components for his/her respective location to be approved by the AOC prior to implementation:

- Eligibility
  - Restrict participation to employees in particular types of appointments
  
- Award Opportunity Levels
  - Establish lower award percentages for Threshold, Target, and Maximum opportunity levels
  - State opportunity levels in terms of flat dollar amounts instead of percentages
  - Adopt a broader definition of salary beyond a participant’s annual base salary
  - Permit concurrent participation in a University recognition award plan
  - Establish weighting for each level of objective (Institutional, Departmental, and Individual)

This Addendum and the Systemwide Plan Document constitute the Local CEMRP2 Plan Document for the UC location noted above.

**Eligibility**

Employees in the following classifications who make contributions that enable their medical center to attain or exceed key Clinical Enterprise objectives are eligible to participate in the Plan:

- Managers and Senior Professionals (MSP)
- Professional and Support Staff (PSS)
- Exclusively represented employees, provided that their applicable collective bargaining agreements do not prohibit Plan participation

Employees in the foregoing categories *may participate regardless of their appointment type* unless the Chancellor has elected to restrict participation to employees in particular types of appointments in the location’s Local CEMRP 2 Plan Document.

**The UC location noted above elects to restrict participation to employees in the following types of appointments:**

Personnel Program	Appointment Type	Bargaining Unit, if applicable	Notes / Details

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<b><u>Location:</u></b>	
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**Award Opportunity Levels**

Chancellors may elect to establish award opportunity percentages for Threshold, Target, and Maximum Potential award opportunity levels, at their location, that are lower than those stated in the table below.

Chancellors may also elect to state Threshold, Target and Maximum Potential award opportunity levels in terms of flat dollar amounts instead of percentages at their location if they implement a Local CEMRP2 Plan Document.

Opportunity Tier	Threshold Opportunity (as % of Salary)	Target Opportunity (as % of Salary)	Maximum Potential Opportunity (as % of Salary)
Tier A	5%	10%	15%
Tier B	4%	7.5%	10%
Tier C	2%	3.5%	5%

**The UC location noted above elects to assign CEMRP2 participants to the following tiers and corresponding opportunity levels:**

Opportunity Tier	Threshold Opportunity (as % of Salary or Flat Amount)	Target Opportunity (as % of Salary or Flat Amount)	Maximum Potential Opportunity (as % of Salary or Flat Amount)
Tier A			
Tier B			
Tier C			
Add'l Tier, if applicable			

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The UC location noted above elects to assign the CEMRP2 participants as described below to each tier of the Local CEMRP2 Plan:

Opportunity Tier	Description of Participants in Each Tier	Please indicate Participant Bargaining Unit(s), if applicable
Tier A		
Tier B		
Tier C		
Add'l Tier, if applicable		

<b><u>Location:</u></b>	
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Awards are calculated on the salary in effect on June 30 of the Plan year.

For the purpose of calculating awards, “salary” is defined as a participant’s annual base salary, unless the Chancellor elects to adopt a broader definition of salary for that location. Specifically a Chancellor may choose to include other components of compensation (e.g., stipends) in the definition of “salary,” provided that a uniform definition is used for all participants at that location.

The UC location noted above elects to include the following elements of compensation for the purpose of calculating CEMRP2 awards at the close of the plan year:

UC Path Earn Code	Description / Details

Chancellors may elect to permit concurrent participation in this Plan and a University recognition award plan. However, a participant's combined award amount (cash awards under this Plan and the recognition award plan)

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for a Plan year may not exceed the Maximum Potential Award opportunity level of the Plan participant’s CEMRP2 Tier.”

**The UC location noted above elects to \_\_ permit / \_\_ not permit concurrent participation in CEMRP2 and a University recognition award plan.**

**If permitted, the recognition award plans eligible for concurrent participation with CEMRP2 are listed below:**

Name of Recognition Award Plan (STAR/Non-Star)	Description / Details

<b><u>Location:</u></b>	
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The participants’ performance toward their assigned objectives will be measured across three organizational levels, when appropriate: Institutional (defined as the participant’s medical center), Departmental (defined as the participant’s department), and Individual. Each location may establish weightings for each of these three organizational levels to properly align participants’ efforts with the clinical objectives.

**The UC location noted above elects the following weights for each CEMRP2 Tier:**

Opportunity Tier	Objective Level Weighting		
	Institutional	Departmental	Individual
Tier A			
Tier B			
Tier C			
Add'l Tier, if applicable			

**Local Administrative Guidelines**

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The UC location noted above \_\_ has attached / \_\_ does not require additional details in regard to the elections contained in this Addendum.