

JAMS Panelist Operations Manual



PANELIST OPERATIONS MANUAL

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Letter from the President

Since the founding of JAMS in 1979, we have been instrumental in the evolution of Alternative Dispute Resolution (ADR). ADR has become a widely used set of processes that continues to grow as a means of resolving even the most complex, high stakes cases. Beginning with the vision of our founder, Hon. H. Warren Knight (Ret.), we have grown to become the largest private dispute resolution organization in the world with a diverse group of panelists and associates. Through a combination of the expertise of our associates and distinguished panelists and effective business practices, we have set the standard for ADR providers worldwide.


In 1999, JAMS was purchased by a visionary group of JAMS panelists. These panelists shared a purpose of keeping neutrality and quality of service paramount. This commitment in partnership has led to years of unprecedented growth and has given us the freedom and insight to be a leader in the ADR industry worldwide.

JAMS has a commitment to provide uncompromising objectivity. It extends from this foundation to the development of a distinguished panel of former judges and attorneys who are capable of resolving the most complex disputes where the parties appear to be unyielding. The fulfillment of our position as industry leaders culminates with our highly skilled team of associates who are trained in setting cases and in ensuring that the entire resolution experience proceeds seamlessly with exceptional client service.

A strong sense of collegiality and collaboration is evident at all levels within our organization. All ADR processes combined with our proprietary technology are employed to enhance results and service. In addition, we have created the most comprehensive internal training program within the ADR industry, the JAMS Institute, through which our panelists receive intensive ADR training and continuing legal education from the best ADR practitioners in the business.

We also believe in benefiting our communities through JAMS public service programs like the JAMS Foundation and the JAMS Society. Finally, the breadth and depth of JAMS is exemplified by the high satisfaction marks we receive regularly from clients, panelists, and associates.

On behalf of everyone at JAMS, I would like to welcome you if you are one of our newest *Resolution Experts*; and thank you for your support and contribution to JAMS if you have been with us for some time.



Chris Poole
JAMS President & CEO

JAMS Company History

- 1979 JAMS (originally Judicial Arbitration and Mediation Services) is established in Orange County, California by Hon. H. Warren Knight.
- 1981 Endispute is formed on the east coast.
- 1982 Aimed at relieving the ever-increasing demands on the court system, private arbitration is promoted by Chief Justice Warren Burger as the preferred alternative to litigation.
- 1992 Bruce Edwards and John Bates, founders of the Bates/Edwards Group, merge with Endispute.
- 1994 Endispute owners merge their company with JAMS to form JAMS/Endispute. New offices are located in Washington, D.C. and Chicago, with bolstered offices in Los Angeles and San Francisco resulting from combining multiple locations in those cities.
- 1997 Steve Price is named JAMS President and CEO, and plays an integral role in positioning the company for future success, marketing rebrand, and increased growth in geographic expansion, ADR service provider recruitment, and increased revenue.
- 1998 JAMS has grown to more than 200 full-time panelists in 20 offices nationwide.
- 1999 After 20 years of providing clients with a complete range of ADR services, a group of 45 JAMS panelists and managers purchase the company from institutional investors in July 1999.
- 1999 JAMS/Endispute officially changes name to JAMS, a simpler, and more memorable moniker, and adds the tag line *The Resolution Experts*.
- 2000 JAMS adds 22 new panelists from across the country to its panel. This growth is indicative of JAMS vibrancy during the first full year after the company became panelist-owned.
- 2001 JAMS growth is further highlighted by the addition of 37 new panelists nationally. This incredible growth not only signals substantial growth for JAMS, but the ADR industry in general.
- 2002 JAMS formalizes its longstanding tradition of community service by creating the JAMS Foundation. Funded entirely by contributions from JAMS panelists and associates, the Foundation's mission is to support education about collaborative processes for resolving differences at all levels, promote innovation in conflict resolution, and advance the settlement of conflicts worldwide.

- 2002 The JAMS Society is created to recognize and support volunteer opportunities and community involvement for JAMS associates at a local, “hands-on” level. All associates are encouraged to become members of their local Society chapter to collaborate on outreach programs, or to work individually on a project of their choice.
- 2003 JAMS, Inc. is created as a separate entity from JAMS LLC to allow future expansion, and opportunities for the company.
- 2003 JAMS Foundation, in cooperation with the American Bar Association’s Section of Dispute Resolution, creates Access ADR, an initiative designed to expose the users of ADR services to mediators from various ethnic and racial groups under-represented in the ADR field who are available and qualified to handle high-stakes/complex mediators. Access ADR offers training, mentoring and business development support to experienced mediators from various racial and ethnic groups under-represented as full-time panelists in the field.
- 2004 JAMS and ADR Associates, LLC, one of the nation’s preeminent full-service dispute resolution providers (with offices in Washington, D.C., New York, Boston, and Chicago), combine companies to create the premier national ADR provider.
- 2004 JAMS celebrates 25 years of providing excellence in dispute resolution.
- 2007 JAMS and the Hong Kong International Arbitration Centre form a strategic alliance to promote effective dispute resolution of international business disputes through arbitration and mediation in the U.S. and Asia.
- 2008 Steve Price retires as JAMS CEO after ten years of service. Chris Poole, former CEO at Thomson Elite, becomes JAMS President and CEO.
- 2008 JAMS moves into the New York Times Building, significantly expanding our presence in New York and responding to the increased demand for all types of ADR services, including more international and arbitration work.
- 2009 JAMS celebrates its 30th Anniversary in the ADR and legal community.
- 2011 JAMS forms JAMS International to provide mediation and arbitration of cross-border disputes worldwide. JAMS International officially opens London headquarters.
- 2017 JAMS opens Detroit Resolution Center.
- 2019 JAMS opens St. Louis Resolution Center.
- 2020 JAMS launches JAMS Access Online Case Management Portal.

- 2020 JAMS and the Shanghai Commercial Mediation Center (SCMC) implement the Sino-US International Commercial Co-Mediation Panel that provides solutions for cross-border commercial disputes.
- 2020 JAMS opens Houston Resolution Center

Governance

JAMS governance reflects the principles of the panelists and others who achieved ownership and control in 1999. These founding panelists, and all those who have become owners since 1999, believe that JAMS should be operated in a manner that enhances and reinforces its values. **Our core values are neutrality, a high standard of ethics, mutual respect, and integrity.** JAMS is equally committed to providing its clients with the highest level of resolution services that reflect its core values. Additionally, JAMS commitment to these core values encourages the development of programs to serve the public and advance the use of ADR. JAMS maintains these core values while operating as a well-managed enterprise that is financially viable.

Owners

JAMS Owners are the founding panelists and all those who have become owners since 1999. The governance starts with this group that meets once a year at the Annual Owners Meeting in the spring, elects the Board of Directors, and assesses long-term strategy and direction. The Owners also meet telephonically once a quarter and have Regional Owners Meetings in the fall.

President/CEO

The President/CEO is the general manager and chief executive officer of the Company and has general supervision, direction, and control of the business and affairs of the Company. He or she is an ex-officio member of all standing committees of the Board of Directors and has the duties of management usually vested in the office of president of a corporation. The President/CEO presides over the Annual Owners Meeting, the Regional Owners Meetings, and the quarterly telephonic meetings.

Board of Directors

The Board of Directors consists of 14 panelist Board Members and the President/ CEO. Each Board Member serves for a 3-year term and is eligible for re-election for an additional 3-year term. The Chairman of the Board presides over all board meetings. The Board of Directors meets quarterly and as necessary to conduct its business.

The President/CEO reports to the Board of Directors. The Board of Directors approves expenditures over designated amounts and the Company Annual Plan. In addition, it oversees certain other matters reserved for Board of Directors, such as major company policies and long-range plans.

Board of Directors Committees

The Board of Directors has committees comprised of Owners who work on a variety of topics. These committees are:

- ❑ Executive Committee
- ❑ Professional Standards and Policy Committee
- ❑ Audit Committee
- ❑ Nominating Committee
- ❑ Compensation Committee
- ❑ Ethics Committee
- ❑ International Committee (Ad Hoc)
- ❑ Finance Committee

Executive Committee

The Executive Committee provides advice, counsel, and support on issues faced by the President/CEO that arise between regularly scheduled Board Meetings. The Executive Committee consists of the Chairman of the Board, the President/CEO, and other Board Members selected by the Board. The General Counsel and Chief Financial Officer (CFO) often attend by invitation. This group can also make decisions if given authority by the Board of Directors.

Professional Standards and Policy Committee

The Professional Standards and Policy Committee meets as required to discuss and recommend standards and policies relating to dispute resolution practices. Examples include arbitration rules, fairness standards, regulatory issues and the provisions of certain kinds of services that may impact neutrality. The Committee may also be called upon to discuss panel conduct or qualifications issues that are not dealt with by the Ethics Committee or the Regional Advisory Committee.

Audit Committee

The Audit Committee is charged with reviewing audited financial results on an annual basis. The committee meets with the company's outside auditors to review and discuss the results of the annual audit soon after it is completed. Discussions are held with management in the room and then with the auditors only. The Committee then makes a recommendation to the Board as to whether to accept the results of the audit.

Nominating Committee

The Nominating Committee is made up of former Board members and is primarily tasked with two responsibilities – recommending new Board members to fill open positions on the board, and recommending a nominee for Board chair when required. Board members normally serve two terms of three years each and the Board chair normally serves three years in that position unless extended by a super-majority of the Board. The committee solicits nominations from JAMS owners for upcoming Board vacancies each year and recommends nominees to fill each open position.

Compensation Committee

The Compensation Committee is charged with reviewing the performance of the CEO on an annual basis and making a recommendation to the board regarding the CEO's salary and incentive compensation.

Ethics Committee

The Ethics Committee meets as required to discuss ethics training requirements and serves as an advisory group to the board and the CEO on ethical standards and best practices as well as specific ethics issues that arise involving JAMS panelists.

Other Key Non–Board Committees:

Regional Advisory Committee

Each region has a Regional Advisory Committee (RAC). The primary role of the RAC is to:

- ❑ Advise, support, and provide input to the Vice President (VP) on local and regional issues.
- ❑ Consider ideas that are in early stages of development.
- ❑ Communicate key policies, procedures, and programs that impact panelists and clients.
- ❑ Address panelist conduct and quality issues.

This group also works with the Regional VP and VP/Recruiting and Corporate Development to generate lists of new panelist prospects and to develop and help implement the strategy for recruitment. Each Regional VP, in consultation with the President/CEO, chooses three to four panelists from his or her region to serve on the RAC.

Senior Management Team

The SMT is the company's management team. Led by the President and CEO, it includes the Chief Legal and Operating Officer; Chief Financial Officer; Chief Human Resources Officer; Chief Marketing Officer; Chief Information Officer; General Counsel; Vice President, Corporate Development and Panel Relations; Regional Vice Presidents (East and West Regions); Director, International Operations; and Director of JAMS Institute.

The SMT collaborates as a team to maintain business imperatives for consistently strong business results, while building a strong culture to sustain the company's proven track record of outstanding associate, panelist, and client satisfaction results.

JAMS Purpose, Vision & Values

JAMS Purpose

JAMS is passionate about providing exceptional dispute resolution services to our clients in local, national and global communities.

JAMS Vision

To lead by setting the standard of excellence by which all dispute resolution services will be measured through:

- Unparalleled client service
- An exemplary panel
- Exceptional associate professionals
- Purpose-designed facilities
- Custom-tailored solutions
- Sound business practices

JAMS Values

JAMS believes and is committed to:

- Neutrality
- Integrity
- Collegiality
- Collaboration
- Innovation
- Our people
- Altruism
- Diversity

JAMS Foundation and JAMS Society

JAMS panelists and associates share a long-standing tradition of public service. The JAMS Foundation and JAMS Society were created to provide everyone within JAMS the opportunity to make a positive difference in the local and national communities that have been instrumental to JAMS success.

JAMS Foundation

The JAMS Foundation was established in 2001 to broaden JAMS' contribution to the ADR field and to further its commitment to public service. Funded entirely by generous contributions from JAMS panelists and associates, the Foundation provides financial assistance for conflict resolution initiatives with national or international impact, in addition to marshalling the dispute resolution experience and judicial expertise of JAMS panelists for the benefit of the public interest. Contributions to the Foundation are limited to JAMS panelists and associates, in order to avoid an appearance of conflict of interest if outside contributions are accepted. All JAMS panelists are encouraged to pledge at least 1% of their net JAMS income to the JAMS Foundation, and most do. Ninety percent of JAMS panelists consistently support the JAMS Foundation.

The Foundation is the largest private provider of ADR-related grant funding in the world, supporting a wide range of conflict prevention and dispute resolution initiatives, from peer-mediation in schools to collaborative processes for setting public policy. The Foundation encourages the expanded use of alternative dispute resolution, supports ADR education at all levels, promotes innovation in conflict resolution, and advances the settlement of conflict worldwide.

The Weinstein JAMS International Fellowship Program, inaugurated in 2008, provides opportunities for qualified individuals from outside the United States to study dispute resolution processes and practices in the U.S. to assist them in their efforts to advance the resolution of disputes in their home countries. Through 2016 there have been 80 Fellows from 58 countries.

JAMS Society

The JAMS Society was established in 2001. The main goal of the society was to provide an internal vehicle for associates to live out one of JAMS' core values, "Contribution to Society". In addition, it was created to recognize and support volunteer opportunities and community involvement for associates at a local, "hands on" level. All associates are encouraged to become members of their local JAMS Society to collaborate on outreach programs. Panelists are also welcome to participate in the different JAMS Society events in the local Resolution Centers. The JAMS Society members participate in a diverse array of volunteer activities around the country.

ranging from cleaning up the environment to improving the lives of children and seniors.

Whether through charity, leadership, or camaraderie, the collective groups that comprise JAMS Society represent the very core of JAMS Mission, Vision, and Values.

Neutral Services

JAMS and JAMS Neutrals provide alternative dispute resolution (“ADR”) services which can include the following:

- ❑ Arbitration;
- ❑ Mediation;
- ❑ Voluntary settlement conference;
- ❑ Case analysis, case/neutral evaluation;
- ❑ Special master services and Court reference services;
- ❑ Settlement monitoring;
- ❑ Allocation of funds (settlement or otherwise);
- ❑ Support, assistance or oversight for the resolution of an issue or matter;
- ❑ Binding and non-binding hearings;
- ❑ Discovery management;
- ❑ Dispute resolution systems design;
- ❑ Dispute resolution, negotiation, and related training and educational services;
- ❑ Training on topics related to ADR - in person, on line, or in electronic format or in hard copy.

This Manual is intended as an overview to the provision of these services, including various JAMS services available to neutrals and JAMS policies and procedures related to those services.

Marketing and Practice Development

The mission of the JAMS Marketing and Practice Development Department is to seek opportunities to enhance the practices of our panelists and position JAMS as the first-choice dispute resolution provider among attorneys, general counsels, and executives.

Practice Development

The Marketing Department at JAMS includes three primary areas of function: Practice Development, Marketing Communications and Business Development. The first point of contact for panelists on all marketing items, except public relations related issues, is the local Practice Development Manager (PDM) or Senior Practice Development Manager (SPDM).

Launch

For each new panelist, JAMS conducts a launch program to inform the legal community of its newest panel member.

The Marketing Communications and Practice Development Team supports panelists who desire to market and differentiate themselves in order to build their individual practices. To begin to develop a personalized plan, we recommend scheduling a meeting with the local practice development representative to discuss objectives for the neutral's practice.

Marketing Communications

This function exists within National Marketing and ensures all of the following are developed in line with JAMS standards:

- ❑ Advertising
- ❑ Public relations
- ❑ eCampaigns
- ❑ Marketing collateral
- ❑ Newsletters
- ❑ Promotional items
- ❑ Presentation Materials
- ❑ JAMSWebsite
(www.jamsadr.com)
- ❑ Social Media

Sponsorship Events

Panelist participation opportunities are available at JAMS sponsored charitable, education and professional events. Typical options are: 1) to host a table; 2) to purchase tickets for panelists who are available to attend; 3) to place a program ad.

Other particular opportunities will be considered. Purchasing individual tickets allows panelists to sit at tables with clients, and avoids the “empty JAMS table” scenario.

When planning our sponsorship budget, JAMS gives priority to events where a JAMS panelist is speaking or events that align closely with marketing goals and target client groups. It is also possible that past sponsored events may be reevaluated if attendance or budget constraints dictate.

When purchasing an entire table is the only option for sponsoring an event, panelists who accept our invitation to attend may need to help fill the table with clients. This is a good opportunity to network with the legal community.

Generally, it is not JAMS policy to purchase tickets for spouses; however, should there be an available seat, JAMS may provide an extra ticket.

Open seats reflect poorly on JAMS. Panelists are asked to give at least a 24-hour notice should they need to cancel, with the exception of a case-related cancellation where advance notice is not possible. If we are unsuccessful in filling the seat, JAMS may deduct the amount of the ticket from the panelists’ compensation.

The JAMS event sponsorship budget and plan is finalized each year during the fourth quarter. Because of limited resources, JAMS may not have resources for new or unplanned events. JAMS can, however, provide administrative support to assist panelists with various events activity such as completing sponsorship registrations and deducting from panel compensation, providing collateral, and where appropriate, communicating with relevant JAMS panelists to encourage the pooling of resources to meet certain levels of sponsorship support. Time and content permitting, JAMS will also work with the panelist(s) to design and submit event-related graphic design work/advertisements consistent with the JAMS brand.

Article e-print

Many panelists decide to use article writing as one of several business development tools. Successful panelists are strategic in their approach to article writing so that articles:

- ❑ align with their individual business development goals;
- ❑ are placed in publications that are read by target clients; and
- ❑ add value to current and prospective clients.

There are methods to streamline the article writing process for you. Please contact your local Practice Development Manager or the Senior Public Relations and Content Manager **before** you begin writing any article.

Additionally, article e-prints are not automatically ordered for every article written by our panelists. JAMS evaluates each article to determine whether the company will pay for reprints due to limits on resources and budgets. Some considerations are outlined below:

- ❑ If a panelist works with JAMS Senior Public Relations and Content Manager or JAMS PR firm, an e-print will usually be ordered.
- ❑ If a panelist writes and/or places an article on his/her own, without consulting JAMS, the company will usually not order e-prints of such article.
- ❑ For frequent writers, the company may limit the number of e-prints. JAMS reserves the right to only pay for reprints for a given panelist twice in one calendar year.
- ❑ Use of e-prints for display purposes in Resolution Centers will be for a limited timeframe, subject to rotation, and at the discretion of the General Manager/ Business Manager working in conjunction with the Practice Development Manager and panelist

Social Media

Some panelists have found that the appropriate use of social media can be an effective tool for building a neutral's practice and these panelists notify their practice development contact before utilizing social media for business purposes. LinkedIn is the most commonly used and most effective networking site. Considerations for the successful use of LinkedIn include:

- ❑ Your role as a neutral and whether your profile or any comments reflects this.
- ❑ Whether your online profile is updated periodically.
- ❑ Whether you have a photo on your social media profiles to help readers put a face with your name. Readers are more likely to remember a photo of you when they need to find someone with your expertise or skill set.
- ❑ Whether you have strategized as to how you want to be perceived by other business people in your network. Consistent messaging regarding business goals is an effective use of social media.
- ❑ Whether you have taken advantage of the platform's privacy options if you choose to have a presence on that site. Users of LinkedIn (and Facebook) can control how much is shared in their network.

- ❑ Whether you have given the person you are inviting to “connect” some context for the invitation if the platform allows.
- ❑ Whether you have included content on your profile that can be considered controversial and reduce business opportunities. For instance, some users of social media have found it best to leave out political and religious preferences.
- ❑ Whether you have been less than transparent or inappropriately stretched the truth, exaggerated or embellished your professional accomplishments or title in any way.
- ❑ Whether you have considered whom you allow to be your connection on a networking site. You do not have to respond to the invitations to connect. If you choose to decline an invitation, you can remind them that because of your profession as a neutral, you cannot accept.
- ❑ Whether the social media messaging is blatantly commercial, aggressive self-promotion, or cold calling; or proper and acceptable business networking.

Bottom line..... effective users of social media treat a social networking site as they would any other office or professional setting.

JAMS Marketing Communication Resources

JAMS Media Policy

JAMS is available to support opportunities to interface with members of the media. Knowing about a media inquiry allows the marketing department to research the publication and/or reporter, brief panelists and associates on possible questions and answers, and ensure that other key messages are communicated to the reporter or publication.

If any panelists receive a media call or inquiry, before responding to the media call or inquiry they can communicate with one of the contacts listed below:

- ❑ JAMS Senior Public Relations and Content Manager
- ❑ JAMS Director, Marketing and Communications
- ❑ JAMS PR Firm

Advertising Considerations

There may be times when panelists want to advertise in select publications, programs, or tribute books. With an individual ad, JAMS may be able to assist with the creation of an ad at a discounted rate, depending upon the project. Please contact the local practice development contact for assistance. It is solely the panelist's responsibility to pay for any advertising fees incurred.

While the practice is unusual, if a panelist chooses to have an advertisement created on their own, they are encouraged to consult with the local manager or practice development manager. The following considerations are necessary to help *further* the JAMS brand consistency, quality, and integrity:

- ❑ **Address/Phone Number** – Use of the address of the panelist's home Resolution Center, as well as the JAMS phone number or the case manager's phone number.
- ❑ **Approval** – The ad must be submitted to the Senior Marketing Specialist for approval of all brand-related items (position and size of logo, JAMS contact info, etc.).
- ❑ **Email Address** – If an email address is used, the inclusion of his or her JAMS email address: apanelist@jamsadr.com.
- ❑ **Website** – The inclusion of the JAMS Website: www.jamsadr.com in the ad.
- ❑ **Photos** – If an ad requires a photo, the use of a high-quality professional headshot or the one on the JAMS Website. Professional photos for print publications are high-resolution, i.e., at least 300 dpi at the size they are to be printed and panelist photos on the JAMS website are only formatted for the web and are NOT appropriate for print. JAMS practice development managers can obtain a high-resolution version of your photo.

JAMS Website - <http://www.jamsadr.com>

The JAMS website is designed to help clients access the tools needed for successful dispute resolution. It includes neutrals' general and specialty biographies. The biographies contain ADR experience and case information which are used by clients during the panelist selection process. Additional tools on the website include arbitration rules, clause-drafting guidelines, articles related to ADR, current events, ADR news, consumer arbitration disclosure information and on-line case submissions. The JAMS website averages over 131,000 visits per month. The JAMS website is managed by the Associate Director, Web Development who is located in the Irvine office, and

maintained with the support of the Web Marketing and Digital Advertising Specialist, as well as the Practice Development Coordinators in each region.

e-Campaigns

JAMS utilizes e-Campaigns regarding a variety of practice areas to communicate our capabilities and neutrals' expertise to attorneys and prospective clients. These targeted email campaigns provide news and articles about noteworthy ADR cases, trends and techniques.

Bridges

Bridges is the JAMS internal electronic newsletter which keeps associates connected within the Resolution Centers (RC). It is designed to reflect the culture of JAMS, in addition to informing associates and panelists of company news, as well as to recognize associates' and panelists' individual and collective achievements. Bridges is created and distributed by the Human Resources department.

Pricing

Setting Rates

JAMS is a premier ADR provider that offers panelists and clients a full range of services, most of which are not available from other providers. Therefore, JAMS price structure when compared to smaller, local, and even some national competing ADR providers, is often at the higher end of the market. Regardless, JAMS is proud to get consistent ratings from client satisfaction surveys to be a “good value” or “expensive but worth it.”

All panelists are independent contractors who determine their own rates. The JAMS management team is available to assist with questions regarding appropriate rates for panelists based on local, national, and international markets and practice areas.

Panelists typically consult with the Business Manager, Case Manager and Practice Development Manager to discuss rate changes.

Changing Rates Mid-Case

Generally, panelists honor the originally quoted rate on a case as experience has proven that clients respond negatively when rates are increased mid-stream.

Because JAMS must obtain advance party agreement in writing before changing rates, there are standard procedures that must be used when changing rates mid-case and your Case Manager is available to assist at least 30 days prior to making any rate changes.

Administrative and Case Management Fee (CMF) Policies

All cases are subject to a non-refundable filing fee and CMF. The CMF includes access to our exclusive nationwide panel of judges, attorneys, and other ADR experts, dedicated services including all administration through the duration of the case, document handling; use of JAMS conference facilities and on-site support. There is a uniform arbitration filing fee and CMF policy nationwide. The mediation CMF varies by location.

The CMF is an important part of our business that allows a superior case management support team and is not, under any circumstances, negotiable.

Parties that, through mutual agreement, have held their case in abeyance for one year will be assessed an annual abeyance fee of \$500, and \$500 every six months thereafter. If a party refuses to pay the assessed fees, the other party may opt to pay the entire fee on behalf of all parties. Otherwise, the matter will be closed.

JAMS Case Manager

Case Managers handle every aspect of a case, including consultation on the various ADR processes, education about JAMS policies and procedures including Arbitration Rules and protocol, and serving as liaison for both plaintiff and defense counsel by facilitating all scheduling and case convening for the duration of the case.

A Case Manager is knowledgeable about his/her panelist(s) and can educate clients about the panelists' experience, style and expertise. Case Managers are the ultimate information resource for panelists, clients and the marketing team. The more information Case Managers have about their panelist(s), the more effective they can be in presenting their panelists to clients. Communication between the Case Manager and panelist(s) is essential to the success of this vital partnership.

Meeting with Associates: New Panelist Interview

Meeting with associates is an important step in a panelist's practice development. Each new panelist is introduced to associates to share information regarding his/her personal and professional background and JAMS-related goals. This interactive meeting provides associates with the opportunity to ask questions, learn preferences and other information which enables them to speak to clients in an informed manner. This is particularly helpful when associates handle general calls from clients who are not requesting a specific panelist. The Practice Development Manager will set and coordinate this meeting on the panelist's behalf with his/her assigned Case Manager.

ADR Experience and Feedback

Years of experience and client feedback have yielded the following:

Preparation

- ❑ Clients want panelists who do their homework prior to calls and hearings.
- ❑ Clients want panelists who stay current on legal issues. Clients do not want to waste time at the hearing educating the panelist.

Follow-Up

- ❑ Clients want panelists who always follow up on unresolved mediations and set the expectation at the conclusion of a mediation session that the parties should expect to hear from the panelist in further attempts to settle the case.
- ❑ Clients want panelists who return client calls and e-mails promptly. Clients want to know they and their cases are important to you.

Business Development

- ❑ Successful panelists listen to their markets and do not target markets where there is little current or future business.
- ❑ Successful panelists do not call counsel to “pitch” business when the panelist learns from someone (other than counsel involved in a case) that the panelist is being considered for a case.
- ❑ Successful panelists who know they were being considered for a case and weren't chosen do not call counsel to ask why they weren't selected, as this behavior puts counsel in an awkward position.

Scheduling

- ❑ Clients want neutrals who refrain from rescheduling confirmed hearings. Clients do not appreciate having to reschedule with their own clients.
- ❑ Clients want neutrals who handle scheduled calls promptly. Clients will appreciate prompt participation and respect for their time.

Billing

- ❑ Clients do not like to receive invoices for cases they have closed and want to receive bills promptly.
- ❑ Clients want panelists who exercise reasonableness when billing preparation and/or follow up time.

- Clients want panelists who do not bill for time spent preparing for a hearing when a case comes off calendar and counsel are billed for reserved and unused time (formerly known as "lost time").

Code of Ethics Training

Consistent with applicable requirements, JAMS maintains high standards of ethical conduct for its panelists through its Codes of Ethics, incorporated by reference in every Neutral Service Agreement. To ensure that every neutral meets these standards, JAMS provides Ethics Guidelines for panelists that can be found on the JAMS website at www.jamsadr.com. or from their case managers or their local Business or General Manager. The purpose of these Ethics Guidelines is to provide basic guidance to JAMS panelists regarding ethical issues that may relate to or arise during the ADR process. In addition, JAMS requires all neutrals to participate in its Code of Ethics trainings.

Harassment Training

JAMS is committed to providing a work environment free from discrimination. JAMS prohibits harassment of any kind and provides a mandatory Harassment Training Program to all panelists and associates. JAMS Policy Against Discrimination and Harassment can be found in Exhibit B of your service agreement.

All panelists and associates must complete the on-line training course, designed to educate them about workplace harassment. The training describes the current state of the law and practice that influences workplace issues, and poses questions to test comprehension of the concepts discussed.

Panelists are also required to participate in ongoing workplace training as determined by JAMS management or as provided in the JAMS Panelist Workplace Training Policy attached as Exhibit 1 to this Manual.

JAMS Institute

Overview

The JAMS Institute provides top-tier ADR education and training for JAMS neutrals worldwide. The Institute reflects JAMS commitment to excellence and to learning from each other by providing high quality programming that draws on the experience and expertise of a wide array of professionals within and outside of JAMS.

Institute programs range from introductory workshops to advanced trainings and roundtable discussions on topics of interest to JAMS neutrals. These programs provide opportunities to increase expertise in emerging areas, enhance practice skills, and develop professional camaraderie.

Some Institute programs are designed as live, in-person events. Other programs are offered through electronic means. To the extent feasible, programs are recorded to allow JAMS neutrals to view them at their convenience, individually or in groups. Recorded programs and accompanying program materials are available on the JAMS Institute Resource Library, accessible through JAMS ACCESS on the JAMS website. The Library allows JAMS Panelists who are unable to attend live programs or who wish to review prior programs to view them at their convenience.

Most JAMS Institute programs provide Continuing Legal Education credit to Panelists active in jurisdictions that require it, and which grant CLE for the relevant content.

Core Programs

Core JAMS Institute programs include the following:

1. *Mediation and Arbitration Training for New Panelists*

A three-day program, offered twice annually, providing new JAMS neutrals with a comprehensive introduction to commercial mediation and arbitration practice, as well as a review of JAMS administrative procedures. The program consists of two components, a Mediation Workshop and an Arbitration Training:

Mediation Workshop – an overview of the mediation process and survey of various techniques employed by JAMS mediators to settle cases. Using interactive group discussion, participatory exercises, role plays, instructor feedback and taped interviews with experienced JAMS mediators, the program explores some of the negotiation strategies, psychological barriers, and ethical issues arising in mediation, providing new mediators an opportunity to identify their own mediation style and develop their mediation skills.

Arbitration Training – an overview of commercial arbitration practice and the arbitration process, from initial case submission to the issuance of an arbitration award. The program includes a discussion of general, procedural and practical issues arising in arbitration, including statutory and case law developments, arbitrator disclosures and disqualification, managing the arbitration process, ethical issues and award preparation. This program is mandatory for all Panelists intending to conduct arbitrations.

As a result of COVID restrictions, this three-day live training has been converted to a five-day virtual training. We expect that post-COVID, we will return to our traditional live event.

2. *CADRE (Continuing Alternative Dispute Resolution Education) Blended Learning Programs*

These programs focusing on practical aspects of mediation and arbitration practice, including how people make decisions, how to avoid and respond to difficult situations, and how to address other common issues and concerns in practice. These national webinars cover a broad range of topics, including both ADR-related and non-ADR-related subjects, and are presented by a mix of academics, businesspeople, lawyers and others, hailing from the U.S. and elsewhere. Most often, these programs are conducted live in a Resolution Center, simulcast to neutrals who are in other locations, and then edited and made available on the Institute Library.

Special Events

In addition to the core programs described above, the Institute also sponsors additional regional and national programs ranging from topics of general interest to more in-depth surveys of specific issues and subject areas. In the first nine months of 2020 alone, we presented extensive programming in Virtual Arbitration and Mediation, Health Care, Employment ADR, Insurance Practice, Real Estate, Bankruptcy and more.

JAMS Arbitration Administration

The National Arbitration Committee

Occasionally issues arise that require decision-making when the arbitrator has not yet been appointed, is not available, or the issue involves the arbitrator and it would be inappropriate to have him or her decide the issue. In addition, JAMS occasionally is called upon to determine various arbitration administrative matters pursuant to the JAMS Rules (see, for example, Comprehensive Arbitration Rules 6, 11, 15, and 31). JAMS has delegated the authority to make these decisions to the National Arbitration Committee (“NAC”) acting through the NAC’s co-chairs, JAMS General Counsel and the Vice President and Managing Director of JAMS Arbitration Practice. When an issue arises, either the parties or the case manager writes a brief description of the issue and transmits it to the local designated NAC associate. The NAC associate receives the written issue memo and transmits it to the General Counsel’s office. JAMS General Counsel acts as the Chief Administrator of the NAC and has the authority to determine whether an issue requires the appointment of a Hearing Officer or review by additional NAC members. In addition, the General Counsel has the authority to make decisions on behalf of the NAC that do not require either the appointment of a Hearing Officer or review by other members of the NAC. The NAC has the authority to appoint a Hearing Officer to take evidence and to make recommendations to the NAC on matters that it, in its sole discretion, deems appropriate. The recommendations of the Hearing Officer can be accepted or rejected by the NAC. If the NAC rejects a Hearing Officer’s recommendation it must do so by a majority vote. An NAC decision is final and binding on the parties as an administrative decision by JAMS.

Disclosure Reports

JAMS Ethics Guidelines for Arbitrators require that an arbitrator promptly disclose all matters required by applicable law and any actual or potential conflict of interest or other information that could reasonably lead a party to question the arbitrator’s impartiality. JAMS Arbitration Rules require that such disclosures be made within ten (10) calendar days from the date of the appointment. (In addition, panelists have disclosure obligations when serving as a special master or referee and in some instances as a mediator.) For guidance on other requirements, panelists should consult with JAMS General Counsel.

To assist panelists in complying with their disclosure obligations, JAMSware, JAMS computer system, generates two disclosure reports:

- a. The first is a Generic Disclosure of Client Activity. It lists all parties to the proceeding and the lawyers involved, including the law firms, for the period required by law or whatever period requested by the panelist or a client. It

- describes the number of mediations, arbitrations, court references, or other matters in which the panelist has been hired by the parties.
- b. The second report is a disclosure of all dispute resolution activity by the panelist for the period required by law or whatever period requested by the panelist or a client for any case involving the parties or attorneys in the present matter. Unlike the generic report referred to above, this report includes specific details about the prior case, including the identity of the prevailing party in an arbitration or reference, the amount of the award (where available), and the identity of all other parties and lawyers involved in that prior case. Both reports include a standard disclosure concerning each panelist's economic interest in JAMS overall financial success.

In addition, in California and certain other states, ADR providers like JAMS have to publish on their websites quarterly information about all consumer/employment arbitrations administered by the provider going back five years.

Minimum Standards for Employment Cases

If an arbitration is based on a clause or agreement that is required as a condition of employment, JAMS will accept the assignment only if the proceeding complies with JAMS Minimum Standards of Procedural Fairness for Employment Arbitrations. The standards require the use of a neutral arbitrator, limits on the employee's costs, reasonable discovery, a written decision, no limits on the types of damages recoverable, and bilateral enforcement. All employment cases are pre-screened for compliance with the Minimum Standards by the local NAC associate. The Minimum Standards do not apply if the agreement to arbitrate was individually negotiated by the employee and the employer, and the employee was represented or advised by counsel during the negotiations.

The Minimum Standards can be obtained from any JAMS Case Manager, or by visiting the "Rules" section of the JAMS website, at www.jamsadr.com.

Minimum Standards for Consumer Cases

Minimum Standards of Fairness for Consumer Arbitrations are applicable when a company systematically places an arbitration clause in its agreements with individual consumers, and there is minimal, if any, negotiation between the parties as to the procedures or other terms of the arbitration clause. A consumer is defined as an individual who seeks or acquires any goods or services primarily for personal, family, or household purposes. (For a complete definition please see the Minimum Standards.) All consumer matters are pre-screened for compliance with the Minimum Standards by the local NAC associate.

The Minimum Standards can be obtained from any JAMS Case Manager, or by visiting the "Rules" section of the JAMS website, at www.jamsadr.com.

Model ADR Clauses

To assist parties as they incorporate dispute resolution methods into their business agreements, JAMS provides a Guide to Dispute Resolution Clauses for Commercial Contracts. The Guide is available online or from any JAMS Resolution Center. It contains a selection of simple sample dispute resolution clauses, providing for negotiation, mediation or arbitration, which clients may tailor to their individual needs.

Administrative Procedure

In furtherance of our effort to provide consistent case management in every resolution center, JAMS has created a uniform administrative procedure for arbitrations which should be used in conjunction with the appropriate JAMS Rules. These procedures are reviewed and updated periodically by the Arbitration Administrative Committee (AAC), which is comprised of associates from each region and a member of the General Counsel's office. All associates who administer arbitrations follow the same administrative procedures. These are updated regularly and describe every step of an arbitration, from the filing of a demand through issuance of an award. A reference copy can be obtained from your Case Manager or any JAMS associate.

Fees

JAMS requires parties in an arbitration proceeding to post all fees for the hearing in advance of the cancellation deadline, and may remove a case from the calendar if the fees are not deposited in a timely manner. JAMS also requires the parties to deposit a retainer for estimated reading and award preparation time, so it is important for a panelist to provide an accurate estimate of this time to his or her Case Manager. JAMS will not issue an Award until all fees are paid, so it is preferable to collect this money in advance of the hearing. Neutrals should submit their completed awards to the Case Manager for issuance to the parties rather than send the award directly.

Rules

JAMS offers a wide selection of specialized arbitration rules including Comprehensive, Streamlined, Employment, Engineering & Construction, and International. These rules are available in all JAMS Resolution Centers and online at www.jamsadr.com. The date of the most recent update to each set of rules is listed on the Internet. An explanation of each change is also posted. JAMS also offers supplementary Class Action Procedures.

AAA and Other Providers

JAMS panelists sometimes serve as sole arbitrator or as one of a panel of arbitrators in cases administered by other providers, like the American Arbitration Association ("AAA") or the ICC. In such cases, JAMS still handles panel compensation including billing and expenses.

Every AAA administered case is entered into JAMSware to satisfy JAMS and the panelist's current and future disclosure obligations. JAMS does not charge a CMF in AAA arbitration cases unless the parties use our facilities, in which case, standard room rental rates apply. Because AAA insists on being the sole point of contact in these matters, JAMS has no direct contact with the paying parties. We must rely on the AAA case manager's assurance that fees have been collected in advance, and this is sometimes challenging. Moreover, AAA accepts no responsibility to guarantee payment to the arbitrator, and AAA will not withhold the issuance of a Final Award if payments are outstanding. For those reasons, AAA-administered arbitrations may be conducted on a "shared-risk" basis with JAMS. This means that, if the AAA does not pay the bill that JAMS sends for your time, you will not be paid. The arbitrator is requested to ensure that the AAA Case Manager knows of estimated time charges well in advance (especially well in advance of a hearing) so that the AAA will have money on hand at the end of the case to pay the final bill. JAMS Case Managers will follow up with the AAA Case Manager periodically to monitor whether sufficient funds are on hand.

Sometimes cases are initiated through CPR, UNCITRAL, or other sources, which assist with the selection of a neutral and then leave the administration to the neutral and the parties. These matters are sometimes deemed "non-administered" or "*ad hoc*". Because JAMS Case Managers are generally called upon to perform all of the same tasks as with a case that specifies JAMS Rules, JAMS adheres to its policy of charging a Case Management Fee (CMF) in these matters. If a panelist is contacted directly about any assignment, *ad-hoc* or otherwise, they should refer the matter to their Case Manager, who can discuss rates, collection and cancellation policies, and the requirement that fees are deposited in advance. In most cases, JAMS will roll-up the CMF into the Panelist's hourly or daily rate. The local Business Manager should be consulted in these matters.

ICC International Court of Arbitration Protocol

The ICC International Court of Arbitration (ICC) is a panelist provider organization that resolves international disputes through arbitration. The ICC headquarters and administrative offices are in Paris, France. The majority of cases resolved by the ICC are heard in Europe, but there are an increasing number of cases heard in the United States.

JAMS panelists are appointed to ICC cases in two ways. They are party-appointed or they are selected as the third arbitrator by the party-appointed arbitrators. In either case, the JAMS panelist serves as a panelist arbitrator. JAMS has created internal procedures for the administration of ICC matters, and these are available from any JAMS Case Manager. They are incorporated into the general administrative policies.

Optional Appeal Procedure

JAMS Comprehensive Rules provide that at any time the parties may agree to use the Optional Arbitration Appeal Procedure (Procedure). All parties to the dispute must agree in writing for the Procedure to be effective.

The Procedure, a copy of which is available online or in any JAMS Resolution Center, requires a three-arbitrator appeal panel and provides an expedited process for preparing the record and briefing the case for appeal. The Appeal Panel applies the same standard of review that the first-level appellate court of the jurisdiction would apply in an appeal. The Appeal Panel has the power to affirm, reverse, or modify an award.

Operational Guidelines

Shared Risk

Our panelists are paid for their services regardless of whether JAMS collects the fees billed. However, in certain circumstances cases will be marked as **shared risk** cases. Some examples of when a case becomes a candidate for shared risk are listed below:

- ❑ When a party or representative in a case is deemed a credit risk (“purple barred”) in JAMS operational software (“JAMSware”) and JAMS has not collected the fees prior to the case going forward.
- ❑ When a party objects to all or part of the fees in a case, or JAMS receives notification prior to any services being rendered that a party will not pay.
- ❑ A party or its representative refuses to take responsibility for the fees and/or refuses to sign a fee agreement.
- ❑ Another ADR provider is administering the matter and JAMS is not able to contact the parties directly about payment (see AAA policies above.)
- ❑ The client is a sole practitioner or a pro se/pro per whose fees have not been collected in advance of the hearings. In-house corporate counsel without outside representation should be treated as a pro se/pro per client.
- ❑ Fees for an arbitration have not been collected in full and the Interim Order, Interim Award, or Award has been rendered and is ready to be served on the parties.
- ❑ A panelist unilaterally serves any type of order or award without first going through the case manager to ensure that all fees are collected.
- ❑ Court reference cases that have an insufficient or exhausted retainer on account or the parties are not paying outstanding fees previously billed.
- ❑ A panelist unilaterally changes payment arrangements with the clients or payment arrangements are changed because of a settlement, order, or award.
- ❑ In all instances, time on a pro bono case is heard on shared risk.
- ❑ A panelist significantly exceeds his/her estimate of time for a matter and does not bring this to the attention of his/her case manager.

Once the local resolution center determines that a case should be heard on a shared risk basis, the panelist is notified. Final decision rests with the panelist. If the panelist does not agree to hear the case on shared risk, the case is removed from calendar.

If a case proceeds on shared risk, the panelist will be paid in accordance with standard payment practices. However, the panelist will be liable for repayment of outstanding fees in the event the client does not pay after collection efforts have been exhausted. In certain rare circumstances, panelists will not be paid for shared risk clients until JAMS is paid. These clients are identified by the CFO and communicated to all panelists prior to work commencing. Any work performed for such clients prior to CFO identification will be paid similarly to other shared risk clients.

Bankruptcy

Bankruptcy law prevents billing a party once that party files bankruptcy. Panelists are requested to advise their Case Managers if they suspect a bankruptcy filing is imminent. Note: Construction Defect matters have their own bankruptcy procedures. In the case of a bankruptcy stay being lifted, a matter will not move forward until the Collections Department knows who is responsible for the billing prior to and after the Bankruptcy filing.

Reserved and Unused Time

Reserved and unused time is defined as time scheduled on a panelist's calendar which is subsequently cancelled after a pre-determined deadline ("cancellation window"). All fees billed are non-refundable and the panelist is compensated once fees are collected. If time is rescheduled with another matter, that portion of the hearing fees is refunded to the client. This is calculated based on the rate that was charged and confirmed in the lost time case.

In the event the time subject to cancellation is rebooked, the amount paid by the canceling party will be refunded. Accordingly, the panelist must be willing to accept other cases to fill the dates that are subject to the cancellation. This policy is essential to maintaining good client relations.

Waiver of Professional Fees Policy

From time to time a panelist may wish to waive professional fees charged to a client. This typically occurs if there has been a client service issue, or when more time is booked than is necessary to resolve a case, or when a case is cancelled so that Reserved and Unused time is charged.

Since the waiver of hearing fees affects not only the panelist's compensation but also JAMS revenue, ***it is important that both the individual panelist and JAMS confer on this issue before any representations are made to a client.***

If a panelist or associate wishes to waive all or a portion of fees charged to a client, the person requesting the waiver should consult with the local Business, General Manager or VP before any representation is made to the client. If the person requesting the waiver, the panelist, and the local Business or General Manager do not agree on whether a waiver is appropriate, the VP shall make the final decision.

If a decision is made to waive all or part of the fees, the local Business or General Manager or VP, depending on who made the decision, shall initial the timesheet submitted by the panelist. The reduction in the fee shall be clearly indicated on the timesheet. If time is submitted electronically, case notes will reflect the decision.

General Policies

In the event a panelist works directly with a party to set fees, the panelist should consult with the local General or Business Manager and the CFO to ensure that CMF is accounted for and that appropriate documentation can be recorded.

When a panelist charges a single flat fee to the client, the panelist should include a 12% Case Management Fee in that fee as JAMS will deduct that from the amount paid by the parties.

In the event a payment is made directly to a panelist, the panelist shall notify the local General or Business Manager and JAMS CFO, and shall immediately endorse the check or pay the funds in full to JAMS.

JAMS panelists are personally responsible for complying with all laws required for the conduct of the panelists' business in his or her jurisdiction. The panelist should become aware of any local tax requirements applicable to them personally.

To the extent it is required by law, JAMS may deduct required withholding from payments due to the panelist.

Timesheet Submission

Timesheets should be submitted by Panelists via JAMS Access. Entering timesheets on JAMS Access sends the information to the billing department and the Case Manager simultaneously with an email copy to the Panelist for their records.

To utilize online timesheets, panelists must log into JAMS Access. There is a link to the JAMS Access site on the JAMS website. All matters are visible to the Panelist on JAMS Access, but time may only be submitted on open matters; however, if a case is on an administrative hold, time may not be submitted. (In addition to submitting and viewing timesheets Panelists can view their calendar, case documents, case dates, and messages. The case status information can also be submitted in JAMS Access,

but it is no longer part of the actual timesheet submission.) When the panelist submits a timesheet three things will happen:

- ❑ The timesheet will be sent to the billing department in Irvine.
- ❑ The Case Manager and Panelist will receive a system-generated e-mail from the panelist showing case information, billing submitted, and any specific case instructions (i.e. call the parties, set up new date, case settled, etc.). The subject line of this e-mail will read "Timesheet entry for [case name] by [Panelist]".
- ❑ The timesheet will be viewable to both the Case Manager and Panelist in JAMS Access.

The timely receipt of panelists' timesheets is necessary to ensure all billing gets processed by month end. These are the expectations for timesheets.

- ❑ For cases where the panelist advises which parties are to be billed, the allocation must accompany the timesheet for the billing to be entered.
- ❑ All timesheets for time through the 20th of the month must be received in the Irvine office by the 25th of the month. If sheets are not received and come in after the 25th, they will only be processed if time permits. Otherwise, they will be processed the following month, delaying payment to you.
- ❑ Untimely submission of timesheets creates collection risk, problems for our clients, and delays in payment.
- ❑ All timesheets for time after the 20th of the month and prior to the last business day must be submitted to Irvine by 1:00pm local time on the last day of the month.
- ❑ From 1:00pm to 4:00pm local time on the last business day, the Billing department will only accept time for that business day. No time will be accepted after 4:00pm local time.

It is important you work closely with your Case Manager advising how many hours are needed for a case so proper deposits can be billed and collected from the parties prior to service.

Expense and Reimbursement

Panelists must consult with the local practice development manager or local business manager in advance regarding reimbursement of expenses.

Expenses Billable to a Client

Panelists travel for case related matters where expenses are incurred. It is the responsibility of the panelist to make every effort to keep costs fair and reasonable for clients. All expense reports submitted for reimbursement must have accompanying receipts attached.

Clients are billed for the following expenses on a matter:

- ❑ Coach Airfare – A minimum 14-day advance purchase or the lowest airfare possible is most beneficial to clients.
- ❑ Baggage fees
- ❑ Cancellation fees for airfare
- ❑ Train fare, public transit
- ❑ Hotel Room - JAMS often has corporate rates in prominent cities where travel is frequent. Corporate rates are most beneficial to clients.
- ❑ Reasonable meal expenses
- ❑ Parking at airport or facility for offsite hearings
- Parking charges incurred at a JAMS Resolution Center are not billable to a client and will not be reimbursed to the panelist.
- ❑ Taxi, Uber, car service, etc.
- ❑ Mileage, tolls to an offsite hearing
 - Mileage or tolls incurred while traveling to a JAMS Resolution Center are not billable to a client and will not be reimbursed to the panelist.
- ❑ Telephone, Internet
- ❑ Per Diem expenses (e.g., government matters)
 - For any government, municipal, or contracted agreement with a fixed rate, the panelist must abide by the terms of the agreement. All charges above the approved amounts will not be reimbursed to the panelist.

The following expenses are not billable to a matter:

- ❑ All non-business related hotel amenities are not billable to a client and will not be reimbursed to the panelist.

Expense adjustments:

- ❑ Travel expenses incurred above the standard (e.g., first class) may be subject to deduction in the event the client rejects such expenses.
- ❑ Expenses are paid to the panelist after billing has been entered on the matter. If a client disputes any portion of an expense billed by the panelist, or if all travel expenses are deemed uncollectable, the amounts will be deducted from the panelist's compensation.

Panelist Compensation

Compensation is paid in accordance with the provisions of Exhibit C-1, C-3, and C-4 of the Service Agreement. Compensation is based on hearing revenue billed and heard during each month. By the 7th business day of the subsequent month, panelist's compensation reports are available at each panelist's home Resolution Center. JAMS recognizes revenue by hearing location, so it is possible that panelists could receive multiple panel compensation statements depending on where they worked during any given month.

The compensation is administered as follows:

- ❑ Each plan begins with the assumption that a panelist's hearing revenue for the year will be equal to the previous year's production. That hearing revenue number will determine the assumed percentage going forward.
- ❑ Hearing revenue will be reviewed after six months (June 30) to determine if the projected percentage rate should be increased or decreased based upon the panelist's first six months actual hearing revenue.
- ❑ If the six-month review increases a panelist's compensation percentage, then this new higher percentage will be applied retroactively to the beginning of the year and additional cumulative compensation owed will be paid to the panelist no later than July 31.
- ❑ Similarly, if the six month review results in a decreased revenue and projected compensation percentage for the year, the panelist's compensation will be adjusted in the last half of the year to reflect the overpayment of compensation in the first half of the year and the new lower revenue and projected percentage for the balance of the year.

- ❑ At the end of the year (December 31), JAMS will review actual revenue for the year and make any indicated adjustments in compensation, retroactive to the beginning of the year. Overpayments will be adjusted over the first months of the next year.

At any time during the year a panelist may ask for a rate adjustment. All reasonable requests will be reviewed.

In the event a client makes a payment directly to a panelist, the panelist should notify the local General or Business Manager and JAMS Chief Financial Officer, and shall endorse the check or pay the funds in full to JAMS.

Electronic Funds Transfer Payment

JAMS offers the option of “Electronic Funds Transfer” to its panelists. On the 7th business day JAMS panelists will receive an envelope with remittance advice and a compensation summary showing the exact amount that will be credited to their account by the 9th or 10th business day.

The first electronic fund transfer will be for \$10 and panelists will receive a live check for the remainder of their compensation. Panelists must confirm to the Assistant to the JAMS CFO, in writing, that the money has been credited correctly into their account for their Service Agreement to be finalized.

The “Request for Electronic Funds Transfer Payment” form can be obtained from the JAMS CFO to begin the process.

Document Retention Policy

It is JAMS policy that 30 calendar days after the termination of any matter, the following documents submitted (physical and electronically) by all parties are destroyed:

- ❑ Briefs
- ❑ Exhibits
- ❑ Evidence
- ❑ Transcripts

The only documents we will NOT destroy include:

- a. Arbitrations:
 - ❑ Stipulation, court order, if any

- ☐ Final Award
- ☐ Disclosures
- b. Mediations:
 - ☐ Confidentiality Agreement
 - ☐ Settlement Agreement, if any
 - ☐ Fee Agreements (if there is an issue)

The parties are advised of this policy and must contact JAMS as soon as possible if they wish to collect their documents. Once they notify JAMS of their intention to collect their documents, they have 30 days to do so.

“Termination” of a case is defined as any of the following:

- ☐ Resolution of a matter.
- ☐ Mutual agreement to close the matter.
- ☐ Withdrawal from ADR process.
- ☐ Time period of one-year elapses without any resolution and no future dates on calendar.
- ☐ Notice from JAMS that the matter has been closed.

Each JAMS panelist has his or her own policy regarding destruction of documents that are not in the official JAMS file. JAMS recommends that panelists follow the policy JAMS sets for its own files.

Firearms Policy

JAMS policies prohibit the use or possession of firearms and/or other instruments regarded as weapons in JAMS offices. This prohibition extends to visitors to JAMS offices, including law enforcement officers on personal business.

JAMS Lifetime Revenue Plan

Effective January 1, 2019 the Lifetime vesting plan is as follows:

- ❑ The panelist needs to have lifetime hearing revenues (excluding CMF) with JAMS that meets or exceeds the minimum threshold.
- ❑ For the calendar year 2019, the minimum threshold was set at \$9,100,000
- ❑ Starting in 2020, the minimum threshold will be calculated as the sum of the minimum hearing revenue to qualify for the 75% compensation tier for the prior ten years.

The panelist must also satisfy one of the following:

- ❑ The panelist must have at least ten years of service with JAMS
- ❑ The panelist must be at least 70 years old

The guaranteed compensation level that a panelist will receive is determined as follows:

- ❑ Upon reaching the applicable lifetime hearing revenue level, the panelist will be guaranteed at the highest compensation which he/she has achieved at least three times looking at the current year and four years prior, up to a maximum of 75%.
- ❑ If a panelist qualified under the plan at a rate less than 75%, they can attain a guarantee at a higher level if they can achieve the higher level up to 75% at least three times during a ten-year window. The ten-year window is defined as the qualifying year and four years prior to the qualifying year and five years after.

The CFO will notify the Neutral when one of the threshold requirements have been met.

The lifetime hearing revenue thresholds for the years 2019-2025 are as follows:

2019: \$9,100,000
2020: \$9,200,000
2021: \$9,295,000
2022: \$9,390,000
2023: \$9,485,000
2024: \$9,630,000
2025: \$9,775,000

Conflict of Interest Policy

JAMS and its panelists generally accept assignments to perform alternative dispute resolution services, including, for example, service as an arbitrator, mediator, case evaluator (for one or more parties to a matter), referee or special master. Additional assignments accepted under the auspices of JAMS may include consulting or advising on dispute resolution issues, including the design of dispute resolution systems or procedures, expert opinion on topics related to dispute resolution (excluding work related to an effort to recuse a neutral from service), training on topics related to dispute resolution (excluding work related to an effort to recuse a neutral from service), training on topics related to dispute resolution, service as a trustee or service as a provisional director.

Under the auspices of JAMS, panelists should refrain from serving as an expert witness on issues unrelated to alternative dispute resolution and are discouraged from serving as an expert in legal malpractice actions.

Any work performed by a panelist, whether under the auspices of JAMS or not, should be disclosed as required by applicable law and standards if they are later retained to provide services in a matter involving a party or representative for whom such services were provided. Panelists should always be mindful of, and comply with, the JAMS Ethics Guidelines for Mediators and Ethics Guidelines for Arbitrators as well as relevant local disclosure rules.

Protective Orders / Confidentiality Agreements / Non-Disclosure Agreements

It may not be appropriate in all instances for a JAMS panelist or representative to sign an agreement related to the protection of information by JAMS or the panelist. For example, panelists are sometimes asked to sign an agreement prior to receiving certain documents. In some instances, to do so could require the neutral or JAMS to provide assurances we may not be able to make.

Upon receiving a request to sign such an agreement, the panelist should contact JAMS General Counsel.

This is not intended to apply to the circumstances where a panelist, serving as an arbitrator or special master, is ordering the parties to protect information. In such cases, the panelist is not a party to the agreement.

Subpoenas

From time to time, JAMS or a panelist may be served with a subpoena to appear in a court proceeding or to produce documents. If a panelist receives a subpoena or subpoena duces tecum, the panelist should deliver it immediately to the local Business or General Manager, who will notify the General Counsel. A panelist should not

respond to the subpoena directly and should not testify in any proceeding without consulting the General Counsel.

Professional Liability Insurance

The company carries professional liability insurance in the amount of \$20,000,000. It is a claims-made policy and covers all panelist activities that panelists perform in their capacity as members of the JAMS Panel.

If a claim is made against JAMS and JAMS determines that there has been a willful violation of company rules by a panelist, the Company holds the panelist responsible for the deductible to the extent of his/her earnings on the case in question, not to exceed the deductible. In the event that JAMS finds that the panelist did not willfully violate company rules, it will not assess a charge against the panelist when defending the claim.

Procedure for Review and Resolution of Panel Quality or Conduct Issues, Including Complaints Against JAMS Panelists

JAMS seeks to provide a uniform, equitable, and objective internal procedure for the review and determination of panel quality or conduct issues including those alleging complaints against panelists. Complaints arising under applicable ethics guidelines and those from clients and associates are among the types of complaints within this procedure. This procedure applies to all JAMS panelists.

Investigation and Resolution of Panel Quality Issues

Issues of overall panel quality are normally first raised either by complaints from clients or from the observations of colleagues and associates. Issues of quality can relate to everything from irrational or unusual behavior during an ADR process or case or failing to comply with substantive standards and procedures or JAMS Ethics Guidelines.

All written and oral complaints against any panelists will immediately be referred to the local Business or General Manager who will elevate the issue, if necessary, to the VP and/or the General Counsel. The General Counsel may seek assistance from the Regional Advisory Committee (RAC), and/or other panel members as appropriate on a case-by-case basis.

The appropriate JAMS personnel or their designees will investigate the matter including interviewing the panelist who is the subject of the investigation or otherwise involved in the panel quality or behavior issue.

Final Review and Resolution of the Panel Quality Issue

The result of the investigation and any recommendations of the RAC will be made to the CEO, who shall have the final authority on action to be taken, if any, including the termination of the panelist. At the discretion of the CEO and General Counsel, matters may be referred to the Professional Standards and Policy Committee. All action taken with respect to a member or stockholder must be approved by the Board of Directors.

Confidentiality

The information obtained as part of the above-described investigations will not be disclosed publicly or within JAMS by any of the JAMS officers, associates, or agents set forth above, except to the panelist and except as reasonably necessary to effectuate the purposes of this procedure, or as required by law.

Unprofessional or Inappropriate Behavior

Any issue (complaint or otherwise) with unprofessional or inappropriate behavior by a panelist will be handled in a similar fashion as a panel quality issue. If a complaint of

unprofessional or inappropriate conduct is made against a panelist or JAMS otherwise learns of unprofessional or inappropriate behavior, it will be referred to the local Business or General Manager who will elevate the issue, if necessary, to the VP and/or the General Counsel. The General Counsel may seek assistance from the Regional Advisory Committee (RAC), and/or other panel members as appropriate on a case-by-case basis.

The appropriate JAMS personnel or their designees will investigate the matter including interviewing the panelist who is the subject of the investigation or otherwise involved in the panel quality or behavior issue. The result of the investigation and any recommendations of the RAC will be made to the CEO, who shall have the final authority on action to be taken, if any, including the termination of the panelist. At the discretion of the CEO and General Counsel, matters may be referred to the Professional Standards and Policy Committee.

Again, the Board of Directors has the sole authority to terminate a member or stockholder.

Information Technology Systems Support

The goal of the JAMS Information Technology (IT) department is to give the Company a strategic advantage in the marketplace by using technology to help reduce costs, increase associate efficiency, and provide management tools to make good business decisions. These goals are accomplished by maintaining and upgrading JAMSware software; spending time with clients and associates in the field to better understand their needs; and responding to client, management, and marketing requests for information. The IT department is responsible for:

- ❑ JAMSADR.com website
- ❑ JAMS Access
- ❑ Office Equipment
- ❑ Phone Systems
- ❑ Data Communications
- ❑ Hardware Selection
- ❑ JAMSware Development and JAMSware ancillary systems (reporting and document management)
- ❑ Disaster Recovery
- ❑ Technical Support
- ❑ IT Security
- ❑ JAMSConnect (Endispute)
- ❑ Email Support

JAMS Resolution Center Disaster Plan

JAMS disaster and recovery plan is detailed with specific instructions to key personnel throughout the organization. The plan is organized by “Levels of Alert”. JAMS associates have a plan to assess and evaluate the level and follow the procedures that are outlined.

Levels of Alert

- ❑ *Level 1* – Any emergency in which the office will be closed for less than 1 day
- ❑ *Level 2* – Any emergency in which the office will be closed for no more than 2 days
- ❑ *Level 3* – Any emergency in which the office will be closed for more than 2 days but less than a week
- ❑ *Level 4* – Any emergency in which the office will be closed for more than a week

"External Communications"

Consideration should be given to appropriate external communication including email to clients, press release, web notice or other public statement. The Business/General Manager should discuss the need for external communications with the COO, Regional Vice President, and contact the CEO and CMO to determine what and how it should be communicated.

Establish buddy office and protocols, lists, etc.

Provide emergency telephone number lists to Business/General Managers and neutrals in the region as well as the CIO. This list should include cell phone numbers and external email addresses for those who have them.

East/Central Region Buddy System:

New York will buddy for Boston
Boston will buddy for New York
Boston will buddy for Philadelphia
Philadelphia will buddy for New York
Atlanta will buddy for Miami
Miami will buddy for DC
DC will buddy for Atlanta
Minneapolis will buddy for Chicago
Dallas will buddy for Chicago
Chicago will buddy for Minneapolis
Chicago will buddy for Dallas
Chicago will buddy for Detroit
Chicago will buddy for St. Louis

Southwest Region Buddy System:

Los Angeles will buddy for Inland Empire
Los Angeles will buddy for Century City
Los Angeles will buddy for Orange
Orange will buddy for Los Angeles
Orange will buddy for San Diego
Orange will buddy for Irvine

San Diego will buddy for Las Vegas

Northwest Region Buddy System:

San Francisco will buddy for Seattle

San Francisco will buddy for Sacramento

Sacramento will buddy for Silicon Valley

Silicon Valley will buddy for Walnut Creek

Walnut Creek & Silicon Valley will buddy for San Francisco

Associate and Neutral list should be provided to each office.

Building policy and telephone number should be provided to Buddy office.

Telephone access codes should be provided to Buddy office as well as to COO, RVP, & CIO.

EXHIBIT 1

Panelist Workplace Training Policy

New Panel Members

Before a new panelist may accept cases through JAMS and before a new panelist's bio may be added to the JAMS website, the panelist must complete the then current on-line panelist workplace training program and DE&I training. New panelists must also attend the New Neutral Training where a one-hour segment on workplace issues will be reviewed. (Note, the New Neutral Training is not required prior to joining JAMS, but the new panelist is requested to attend this training as soon after joining JAMS as possible given the available training schedule.)

Existing Panelists / Ongoing Training

Each panelist is required to complete 3 hours of workplace training every 3 years.

- The 3-year period begins January 1, 2019. Therefore, each existing panelist as of January 1, 2019 must complete 3 hours of training by December 31, 2021.
- New panelists will join this schedule as well. (The two hours completed as a new panelist will count toward their first 3-year period.)

Program Availability / Approved Programs

JAMS will make programs available to help neutrals fulfill this requirement as follows:

- A qualifying program will be available at the Owners' Meeting each year.
- In person qualifying programs will be made available in Resolution Centers on a rotating basis.

Program Content

JAMS will endeavor to offer a variety of topics relating to workplace issues such as harassment, discrimination, communication, etc.

Non-JAMS Programs

Outside programs can be used to fulfill this Policy if the panelist submits information as needed to management in order to confirm the program meets the goals of this Policy. Requests for approval should be made to General Counsel, Sheri Eisner and Executive Director of the JAMS Institute, Richard Birke.

Special Circumstances

If management determines that additional training is needed or would be beneficial to a particular panelist, management may request the panelist to complete additional training.

Resolution Centers

Atlanta Resolution Center

**One Atlantic Center
1201 West Peachtree Street NW, Suite 2650
Atlanta, GA 30309
Tel: 404.588.0900
Fax: 404.588.0905**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. After-hours and weekend access is controlled by building security. To gain access, get approval from the Business Manager who will contact building security. HVAC is not available after 6:00pm Monday through Friday and is only available from 8:00am to 1:00pm on Saturday. If overtime HVAC is required, notify the Business Manager by 3:00pm the day of the hearing. If weekend HVAC service is required, notify the Business Manager by 3:00pm on Friday.

Keys / Access Cards

Access cards have been provided to associates, panelists, and the E/C Vice President.

Storage Space

There is no storage space available in the suite or building.

Panelist Lounge/Work Areas

Atlanta has a panel lounge that consists of four workstations available for use. If conference room space is available, panelists may work in an open caucus room on the day of their hearings.

Room Allocation Criteria for Meetings

Atlanta has 12 hearing rooms, three large rooms for arbitrations or multi-party mediations, and nine caucus rooms, which are assigned based on the number of parties. Video conferencing is also available in select rooms. Two additional conference rooms may be available through the building on a first come, first serve basis. The building's conference center offers two large rooms.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and Wi-Fi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Boston Resolution Center

One Beacon Street, Suite 2210

Boston, MA 02108-3107

Tel: 617.228.0200

Fax: 617.228.0222 or 0220

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:30am to 5:30pm. After-hours and weekend access are controlled by building security. If you wish to gain access, you must first get approval from the Business Manager who will then contact building security.

Keys / Access Cards

Access cards have been provided to associates, panelists, and the VP.

Storage Space

There is limited storage space available in the suite.

Panelist Lounge/Work Areas

Boston has a panelist lounge as well as a client service/caucus room. The panelist lounge has nine workstations. Four of the workstations are equipped with computers and there is a shared printer. The client service/caucus room has two workstations, one of which is equipped with a computer. There is also a printer.

Room Allocation Criteria for Meetings

Boston has 14 hearing rooms, three large rooms for arbitrations or multi-party mediations, and 11 caucus rooms. Video conferencing is available in select rooms. Rooms are assigned based on the number of parties and the number of attendees in a party.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and Wi-Fi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Century City Resolution Center

1925 Century Park East, Suite 1400 (Watt Plaza)

Los Angeles, CA 90067

Tel: 310.392.3044

Fax: 310.396.7576

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. The main doors of the building are open 24 hours a day, seven days a week. Security clearance is required for visitors accessing the JAMS suite prior to 7:00am or on weekends. This request must be made 24 hours prior to arrival on weekdays, and 48 hours on weekends and holidays.

Keys /Access Cards

Access cards are required to enter the elevators to get to the JAMS suite before 7:00am and after 6:00pm. Keys and access cards are needed to get into our suite prior to 7:00am. Associates and full-time panelists are issued access cards and keys to enter the suite before and after hours, weekends, and holidays. If a panelist, associate or client needs to access our suite on the weekend they must get pre-authorization.

Storage Space

Storage space is available in the suite.

Panelist Lounge/Work Areas

The panelist lounge consists of 10 workstations, two of which contain a computer. If available, conference rooms can be used as temporary work space. WiFi and wireless printing are available throughout the Resolution Center.

Room Allocation Criteria for Meetings

Century City has 25 hearing rooms, three large rooms for arbitrations or multi-party mediations, which includes an International Arbitration Center, and 22 caucus rooms. Video conferencing is available in select rooms. Rooms are assigned according to the size of the case, availability, and what kinds of cases are scheduled. Mediations usually require two hearing rooms, arbitrations require three, and so forth. If there are any specific requests or requirements, the Century City Resolution Center will be happy to arrange for your client's special needs with prior notification.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and

we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Chicago Resolution Center

**71 S. Wacker Drive, Suite 2400
Chicago, IL 60606
Tel: 312.655.0555
Fax: 312.655.0644**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. The building is open 24 hours a day, 7 days a week. Permission is required for all guests. Building security will scan all bags upon entry. Access before 8:00am and after 5:00pm is restricted and requires a security card or prior permission.

Keys / Access Cards

Access cards have been provided to associates, panelists, and the E/C Vice President.

Storage Space

There is storage space available in the suite. Panelist Lounge/Work Areas

The Panelist Lounge has ten workstations that are equipped with computers and a shared printer.

Room Allocation Criteria for Meetings

Chicago has 25 hearing rooms, three large rooms for arbitrations or multi-party mediations, and 24 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and the hearing format. Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Dallas Resolution Center

8401 North Central Expressway, Suite 610

Dallas, TX 75225

Tel: 214.744.5267

Fax: 214.720.6010

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. It is necessary to have a keycard to enter the building and use the elevator after 6:00pm during the workweek and on weekends.

Keys/Access Codes

Associates and panelists enter the suite using a code on a keypad. The panelist is responsible for providing access to the suite for weekend sessions. Clients will meet in the building lobby and the panelist will provide access to the elevator and suite.

Storage Space

Storage space is limited in Dallas. There is short term storage is available in the cabinets of the arbitration suite for large arbitration and special master cases.

Panelist Lounge/Work Areas

The panelist lounge consists of six workstations that are shared space, four have computers for use. Panelists may use this space on an as-needed basis. Panelists may also use available and designated conference rooms.

Room Allocation Criteria for Meetings

Dallas has nine hearing rooms, two large rooms for arbitrations or multi-party mediations, and seven caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and the hearing format.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. While there are a couple of nearby restaurants, typically clients do not leave the suite.

Detroit Resolution Center

**150 West Jefferson, Suite 850
Detroit, MI 48226
Tel: 313.872.1100
Fax: 313.872.1101**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. It is necessary to have a key card to access the building and for use of the elevator after 6:00pm during the workweek and on weekends.

Keys / Access Cards

All associates and all JAMS Detroit panelists have keys and/or keycards. The front desk has access to one guest key card should visiting panelists need to access the space after work hours.

Storage Space

Storage space is limited in Detroit. There is one exhibit closet available for short term use in large arbitration and special master cases.

Panelist Lounge/Work Areas

The panelist lounge consists of four work stations and an office. Visiting panelists are welcome to use vacant cubicles when visiting Detroit or, space permitting, visiting panelists may use a vacant conference room.

Room Allocation Criteria for Meetings

Detroit has seven hearing rooms, two large rooms for arbitrations or multi-party mediations, and five caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Houston Resolution Center

(Opening January, 2021)

**609 Main Street, Suite 3930
Houston, TX 77002
Tel: 713.651.1400
Fax: 312.655.0644**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. The main doors of the building are open from 7:00am to 6:00pm.

Keys and Access Codes

Associates and panelists are issued access cards to enter the suite before or after hours and on weekends.

Storage Space

Limited storage is available onsite.

Panel Lounge /Work Areas

Houston has a panel lounge consisting of six workstations as well as an arbitration lounge. If conference room space is available, panelists may work in an open caucus room on the day of their hearings.

Room Allocation Criteria for Meetings

Houston has 11 hearing rooms, two large rooms for arbitrations or multi-party mediations, and nine caucus rooms. Video conferencing is available in select rooms. Hearing rooms are assigned according to the size of the case.

Client Areas / Amenities

Client areas include a client lounge, arbitration lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Inland Empire Resolution Center

3390 University Avenue, Suite 450 (The Citrus Tower)

Riverside, CA 92501

Tel: 909.942.5942

Fax: 909.889.2162

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. The main doors of the building are open from 7:00am to 6:00pm.

Keys/ Access Cards

Access cards are provided to associates, panelists and are needed for the main doors to access the suite before or after hours and on weekends.

Storage Space

Limited storage space is available to panelists in the suite.

Panel Lounge/Work Areas

Riverside has a panel lounge consisting of three workstations. If conference room space is available, panelists may work in an open caucus room on the day of their hearing.

Room Allocation Criteria for Meetings

Riverside has 11 hearing rooms, two large rooms for arbitrations or multi-party mediations, and nine caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and the hearing format. Client Areas / Amenities

Client amenities include a client area, wireless printing, WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

Las Vegas Resolution Center

3800 Howard Hughes Parkway, 11th Floor

Las Vegas, NV 89169

Tel: 702.457.5267

Fax: 702.437.5267

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. The main doors of the building are open at 7:00am and remain open with guard access after 7:00pm.

Parking

Ample free parking is available for clients. Panelist and associate parking is available in the building parking structure.

Keys / Access Cards

Access cards have been provided to associates and panelists.
Storage Space

Panelist file storage space is available in the panelist lounge as well as in an exhibit room.

Panelist Lounge/Work Areas

Las Vegas has a panel lounge consisting of six workstations. If conference room space is available, panelists may work in an open caucus room on the day of their hearings. Room Allocation Criteria for Meetings Las Vegas has 23 hearing rooms, four large rooms for arbitrations or multi-party mediations, and 19 caucus rooms. Video conferencing is available in select rooms. Hearing rooms are assigned according to the size of the case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

The Building has an on- site concierge to assist clients and panelists with anything they may need during their visit to Las Vegas as well as take-out café located on the first floor of the building.

Los Angeles Resolution Center

555 W. 5th Street, 32nd Floor (Gas Company Tower) Los Angeles, CA 90013

Tel: 213.620.1133

Fax: 213.620.0100

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:30pm. The building is open 24 hours per day, 7 days per week. Security is very tight and all visitors must check in at the security desk in the main lobby and will be allowed access only if a JAMS associate has provided the building's security team with the full name of the visitor(s). Security requires visitors to show identification. A Gas Company Security Card is required for after-hours access. Card holders may access the building and suite at any time.

Parking

Parking is available in the building Monday through Friday, 6:00am to 9:00pm. There is no public parking in the building during the weekend. Monthly parking pass holders can park in the building on the weekends using their assigned building access card.

Keys/ Access Cards

To access the JAMS suite before and after-hours, panelists must use a separate security card which is issued by the Assistant Manager, Facilities and Administration.

Storage Space

Some panelists have filing cabinets in the panel lounge, but this is not universal. Panelists are encouraged to keep their files at their home offices. If a panelist requests space in the panelist lounge, appropriate accommodations will be made.

Panelist Lounge/Work Areas

All panelists are welcome to utilize the panelist lounge which includes a computer with Internet access.

Room Allocation Criteria for Meetings

Los Angeles has 27 hearing rooms, six large rooms for arbitrations or multi-party mediations, which includes an International Arbitration Center, and 21 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, arbitration lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Miami Resolution Center

600 Brickell Avenue, Suite 2600

Miami, FL 33131

Tel: 305.371.5267

Fax: 305.371.5288

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:30am to 5:30pm. The building is open 24 hours a day. All visitors must sign in at the security desk in the main lobby. All panelists must use their key card to access the elevators in the lobby.

Keys/ Access Cards

All associates and panelists must have a key card to gain access to the JAMS suite.

Storage Space

There is storage available onsite.

Panel Lounge/Work Areas

The panelist lounge has six workstations designated for panelists use.

Room Allocation Criteria for Meetings

Miami has 10 hearing rooms, two large rooms for arbitrations or multi-party mediations, and eight caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

New York Resolution Center

620 Eighth Avenue, 16th and 34th Floor

New York, NY 10018

Tel: 212.751.2700

Fax: 212.751.4099

Client and Panelist Services

Access to Resolution Center during Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 6:00pm. The building is open 24 hours a day. All visitors must sign in at the security desk in the main lobby. All associates and panelists must have a key card to access the lobby elevators and the JAMS suite.

Storage Space

Limited storage is available in New York. Storage space should be arranged with your case manager. When a panelist requires additional storage space, appropriate accommodations will be made, if available.

Panel Lounge/ Work Areas

A total of twenty-three individual workstations. These workstations are assigned to local panelists only. A local or visiting panelist without an assigned workstation should consult with their case manager to reserve a conference room or alternative workstation space.

Room Allocation Criteria for Meetings

New York has 50 hearing rooms, six large rooms for arbitrations or multi-party mediations, which includes an International Arbitration Center, and 44 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, arbitration lounge, writing rooms, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants.

Parking

JAMS has a 20% discount for clients who park at the ICON garages located at 310 W. 39th St. (between 8th and 9th Avenues, south side) The discounted rate is \$25.00 (tax included) for up to 12 hours. Oversize SUVs are subject to an additional charge of

\$10.00 (tax included). Clients who park at the garage will be issued a standard claim check upon check in. Please present this claim check to the JAMS Front Desk for validation. Once validated, you may present the claim check to the parking garage attendant in order to claim the JAMS discount.

Orange County Resolution Center

5 Park Plaza, Suite 400

Irvine, CA 92614

Tel: 714.939.1300

Fax: 714.939.8710

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The Orange Resolution Center is open from 8:00am to 5:30pm Monday through Friday. The building is open at the following normal operating hours:

Monday through Friday 7:00am to 6:00pm

Building and suite access outside of normal operating hours is limited to entry with the use of a keycard. The elevators will not operate without this card. Access cards for after-hours elevator operation and suite entry are provided to panelists upon request to the General Manager. Case Managers will make special arrangements for after-hour and weekend hearings.

Keys/ Access Cards

The General Manager provides each associate and panelist with an assigned keycard that allows entry into the associate area, panelist lounge, hearing rooms, and front lobby.

Storage Space

Storage space is limited in Orange. Special arrangements can be made through Case Managers. All documents stored are subject to the JAMS document retention policy unless the Case Manager is advised otherwise.

Panelist Lounge/Work Areas

The panelist lounge has 15 workstations designated for panelists use as well as a collaboration area, containing a table and chairs.

Room Allocation Criteria for Meetings

Orange has 25 hearing rooms, four large rooms for arbitrations or multi-party mediations, and 21 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

Philadelphia Resolution Center

**Three Logan Square
1717 Arch Street, Suite 3810
Philadelphia, PA 19103
Tel: 215.246.9494
Fax: 215.246.0949**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:30am to 5:30pm. The building is open 24 hours per day, 7 days per week. Please consult the Business Manager for after-hours or weekend access.

Keys/ Access Cards

To access the building after hours you must have a security access card. This card also unlocks the JAMS suite, restrooms, and elevators.

Storage Space

File cabinet space is located in the suite. Each panelist will have an assigned cabinet where files may be stored. Space is limited.

Panelist Lounge/Work Area

The Philadelphia Resolution Center has ten workstations designated for panelists. Panelists are encouraged to work remotely unless they are scheduled to have a case in the Resolution Center

Room Allocation Criteria for Meetings

Philadelphia has 18 hearing rooms, two large rooms for arbitrations or multi-party mediations, and 44 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include wireless printing and WiFi throughout the facility, a wellness room and ADA restroom. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

Sacramento Resolution Center

**Meridian Plaza
1415 L Street, Suite 700
Sacramento, CA 95814
Tel: 961.921.5300
Fax: 916.565.7780**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday from 8:00am to 5:00pm. The building is officially open for business from 6:00am through 6:00pm, Monday through Friday. In order to access the building after hours and on weekends, an access key is required. After-hours access into the building is restricted to the west entrance.

Keys/Access Codes

All Sacramento associates and some panelists have a key to the JAMS suite as well as an after-hours building access key.

Storage Space

Sacramento has limited storage space. Supplies are stored in the kitchen, client service area, and supply/copy room. Storage space is extremely limited for volumes of case information or exhibits.

Panelist Lounge/Work Areas

Sacramento has a panel lounge consisting of four workstations. If conference room space is available, panelists may work in an open caucus room on the day of their hearing.

Room Allocation Criteria for Meetings

Sacramento has nine hearing rooms, two large rooms for arbitrations or multi-party mediations, and seven caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility and a wellness room. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

San Diego Resolution Center

**401 "B" Street, Suite 2100
San Diego, CA 92101
Tel: 619.236.1848
Fax: 619.236.9032**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. All visitors should contact the San Diego Resolution Center for after-hour and weekend access.

Storage Space

Storage is available onsite; however, it is limited.

Panelist Lounge/Work Areas

A panelist lounge is available with three workstations and a computer with printing/copy capabilities. There is also a common table.

Room Allocation Criteria for Meetings

San Diego has 13 hearing rooms, three large rooms for arbitrations or multi-party mediations, and 10 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

San Francisco Resolution Center

Two Embarcadero Center, Suite 1500

San Francisco, CA 94111

Tel: 415.982.5267

Fax: 415.982.5287

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:30pm. The building is open from 7:00am to 6:00pm, Monday through Friday. All visitors must sign in at the security desk in the main lobby. A building access card is required for after-hours access.

Keys/ Access Codes

To access the building after hours, associates and panelists must use a building access card. The same access card is required to enter the associate/panel area of the JAMS suite. All San Francisco associates and panelists have a building access card and a suite access card. Visiting Neutrals and clients who require after-hours access will need to receive prior authorization from the JAMS San Francisco management team and have their names entered with building security. In addition, they will be required to produce a photo I.D. Once verified, visitors will be escorted to the suite.

Storage Space

An exhibit room and a storage closet are maintained within the JAMS suite for short-term storage and are limited.

Panelist Lounge/Work Areas

A visitor workstation is also available and is equipped with a shared computer, internet access, with network and wireless printing capabilities. If available, conference rooms can be used as temporary work space. Please check with a member of the San Francisco management team for availability. File drawer space may also be available, but many panelists prefer to keep their files at their home offices.

Room Allocation Criteria for Meetings

San Francisco has 40 hearing rooms, six large rooms for arbitrations or multi-party mediations, and 34 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you

become aware of any special dietary needs of our clients and we will attempt to accommodate.

Santa Rosa Resolution Center

60 Old Courthouse Square, Suite 600

Santa Rosa, CA 95404

Tel: 707.527.7926

Fax: 707.541.7049

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 6:00pm. Marsha Nunn will open our suite on days that cases are scheduled. There are no JAMS associates in the Santa Rosa office. The panelist will close the suite at the conclusion of the last case. Please notify your case manager or a member of the San Francisco management team if you are scheduling a case in the Santa Rosa office.

Essential After-Hours Access Information

To access the building before 8:00am, you must either have a key or call the building supervisor, Larry Nunn, at 707.953.3554. The doors to the building are locked daily at 6:00pm.

Keys/ Access Codes

All Santa Rosa panelists and San Francisco managers have a key to the building to the suite.

Panelist Lounge/Work Areas

There are two cubicles in the panel lounge area. Each cubicle has a computer and telephone with network and/or wireless printing capabilities. There is also a printer in the panel lounge, reception and client service areas.

Room Allocation Criteria for Meetings

Santa Rosa has six hearing rooms, one large room for arbitrations or multi-party mediations, and five caucus rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

Seattle Resolution Center

**1420 Fifth Ave., Suite 1650
Seattle, WA 98101
Tel: 206.622.5267
Fax: 206.292.9082**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open from 8:00am to 5:00pm, Monday through Friday. Our floor is accessible from 7:30am to 5:30pm weekdays. Secured access to the building and elevators on weekends and after hours is available with the use of a key card issued by building management. If a case goes into the evening, the office will remain unlocked until the panelist leaves.

Keys/ Access Codes

Keys or the back-door access code is required to access the JAMS suite after hours. The access code can be obtained from staff.

Storage Space

Storage space is very limited. All documents stored are subject to the JAMS document retention policy, unless the Case Manager is advised otherwise.

Panelist Lounge/Work Areas

Seattle has a panel lounge consisting of six workstations. If conference room space is available, panelists may work in an open caucus room on the day of their hearings.

Room Allocation Criteria for Meetings

Seattle has seven hearing rooms, one large room for arbitrations or multi-party mediations, and six caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

Silicon Valley Resolution Center

**160 W. Santa Clara St., Suite 1600
San Jose, CA 95113**

Tel: 408.288.2240
Fax: 408.295.5267

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. The building is open from 7:00am to 7:00pm, Monday through Friday. All visitors must contact the Silicon Valley Resolution Center and sign in at the security desk in the main lobby during the hours of 7:00pm to 7:00am and on weekends. A separate building key is required for after-hours access.

Keys/ Access Codes

To access the JAMS suite after hours, panelists must use their access card at the main entrance.

Storage Space

An exhibit room and a storage closet are maintained within the JAMS suite for short-term storage. Some panelists have filing cabinets in the back office, but this is not universal. Many panelists prefer to keep their files at their home offices. If a panelist requests more space, appropriate accommodations will be made.

Panelist Lounge/Work Areas

There is a panelist lounge where each panelist has an assigned space for mail or other items. A business center is also available and is equipped with two shared computers, internet access, with network and wireless printing capabilities

Room Allocation Criteria for Meetings

San Jose has 19 hearing rooms, two large rooms for arbitrations or multi-party mediations, and 17 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

St. Louis Resolution Center

190 Carondelet Plaza, Suite 1100
St. Louis, MO 63105
Tel: 314.334.5267
Fax: 314-944-5054

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00 am to 5:00 pm. It is necessary to have a keycard to enter the building after 7:00 pm during the workweek and on weekends.

Keys and Access Cards

All associates and JAMS St. Louis panelists have keys and/or access cards for access to the building after work hours. Additional access cards or keys are available with one-week notice.

Parking

A parking garage is located under the building. Please park in any space labeled Visitor or a non-labeled space. Bring your parking ticket to the front desk JAMS associate for validation.

Storage Space

Storage space is available to panelists in a locked storage closet marked Private. The front desk JAMS associate has the key to the storage space. Additionally, there is separate storage space for arbitration or special master exhibits. A filing cabinet is available for short term storage.

Panelist Lounge/Work Areas

The panelist lounge consists of two semi-private cubicles with room for use by up to four panelists at any time. Visiting panelists are welcome to use these spaces or any vacant conference rooms or cubicles, if available, as a work space. WiFi is available throughout the Resolution Center.

Room Allocation Criteria for Meetings

St. Louis has ten conference rooms available and two feature Zoom capabilities. Hearing rooms are assigned according to the size of the case, hearing format, and needed AV equipment. Every effort is made to accommodate panelist preferences if the calendar permits.

Lunch Availability for Clients

Lunch is provided for all matters. At the direction of the panelist however the front desk JAMS associate may provide only appetizers. This is often the case for half day sessions. Please alert the front desk JAMS associate of any personal or party dietary needs or restrictions and we will attempt to accommodate. There are nearby restaurants within walking distance however clients typically do not leave the suite for a lunch break.

Toronto Resolution Center

**77 King Street West, Suite 2020
Toronto, ON M5K 1A1 Canada
Tel: 416.861.1084
Fax: 416.861.2465**

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center shares space with Neeson's Court Reporting and is open Monday through Friday, 8:30am to 5:30pm. The building is open 24 hours a day.

Keys/ Access Codes

All associates and panelists must have a key card to gain access to the JAMS suite.

Storage Space

When a panelist requests more space, appropriate accommodations will be made.

Panelist Work Areas

The panelist lounge has two workstations designated for panelists use.

Client Work Area

There is available space for client use in the suite. Computers, printer and phones are available upon request.

Other Facilities

Free Wi-Fi for clients use is available. Clients have use of a projector and screen for presentations. The building is also conveniently located in the financial district and linked to Toronto's underground PATH facility filled with shops and restaurants.

Lunch Availability for Clients

Lunch is provided for all matters. Alternatively, clients may leave the building at lunch and walk to one of many nearby restaurants. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

Walnut Creek Resolution Center

1255 Treat Blvd., Suite 700

Walnut Creek, CA 94597

Tel: 925.938.5060

Fax: 925.938.6732

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The JAMS Resolution Center is open Monday through Friday, 8:00am to 5:00pm. The building is officially open for business from 7:00am to 6:00pm, Monday through Friday. In order to access the building after hours and on weekends, an access card must be used and can be obtained from the Business Manager.

Keys/ Access Codes

All Walnut Creek associates and some panelists have an access card for the JAMS suite. The same access card can be used to gain entry into the building. Building security must be notified in advance for all cases scheduled to be heard outside of normal business hours.

Storage Space

Walnut Creek has limited storage available onsite.

Panelist Lounge/Work Areas

The panelist lounge consists of 6 workstations and a round table that can be used for research and/or small meetings.

Room Allocation Criteria for Meetings

Walnut Creek has 12 hearing rooms, one large room for arbitrations or multi-party mediations, and 11 caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a wellness room, client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

Washington, DC Resolution Center

1155 F Street, NW, Suite 1150

Washington, DC 20004

Tel: 202.942.9180

Fax: 202.942.9186

Client and Panelist Services

Access to Resolution Center During Business Hours and on Weekends

The Washington DC Resolution Center is open Monday through Friday, 8:30am to 5:30pm. After-hours and weekend access is controlled by building security. If you wish to gain access, you must first get approval from the Business Manager. HVAC is not available after 8 pm nightly. If overtime HVAC is required, you should notify the Business Manager ASAP. Clients must present photo identification to Security in order to receive an access card to the suite.

Keys/ Access Codes

Access cards have been provided to each associate and panelist. There are three doors available to gain access to Suite 400 West. The two side doors have electronic locks that require a four digit code to gain entry. *Please ask the Business Manager the appropriate code during your review of this binder.*

Storage Space

There is limited storage space available. Short term storage of exhibits is encouraged.

Panelist Lounge/Work Areas

Washington DC has a panel lounge consisting of six workstations. If conference room space is available, panelists may work in an open caucus room on the day of their hearing.

Room Allocation Criteria for Meetings

Washington DC has seven hearing rooms, one large room for arbitrations or multi-party mediations, and six caucus rooms. Video conferencing is available in select rooms. Rooms are allocated based on the number of people attending and type of case.

Client Areas / Amenities

Client amenities include a client lounge, wireless printing and WiFi throughout the facility. Lunch is provided for all matters. Contact the local manager or should you become aware of any special dietary needs of our clients and we will attempt to accommodate.

EXHIBIT 1

PANELIST WORKPLACE TRAINING POLICY

New Panel Members

Before a new panelist may accept cases through JAMS and before a new panelist's bio may be added to the JAMS website, the panelist must complete the then current on-line panelist workplace training program and DE&I training. New panelists must also attend the New Neutral Training where a one-hour segment on workplace issues will be reviewed. (Note, the New Neutral Training is not required prior to joining JAMS, but the new panelist is requested to attend this training as soon after joining JAMS as possible given the available training schedule.)

Existing Panelists / Ongoing Training

Each panelist is required to complete 3 hours of workplace training every 3 years.

- The 3-year period begins January 1, 2019. Therefore, each existing panelist as of January 1, 2019 must complete 3 hours of training by December 31, 2021.
- New panelists will join this schedule as well. (The two hours completed as a new panelist will count toward their first 3-year period.)

Program Availability / Approved Programs

JAMS will make programs available to help neutrals fulfill this requirement as follows:

- A qualifying program will be available at the Owners' Meeting each year.
- In person qualifying programs will be made available in Resolution Centers on a rotating basis.

Program Content

JAMS will endeavor to offer a variety of topics relating to workplace issues such as harassment, discrimination, communication, etc.

Non-JAMS Programs

Outside programs can be used to fulfill this Policy if the panelist submits information as needed to management in order to confirm the program meets the goals of this Policy. Requests for approval should be made to General Counsel, Sheri Eisner and Executive Director of the JAMS Institute, Richard Birke.

Special Circumstances

If management determines that additional training is needed or would be beneficial to a particular panelist, management may request the panelist to complete additional training.