

respect.
inclusion.
teamwork.



Managing Partner Letter



To Our Clients, Prospective Clients, Colleagues and Community

It is a pleasure to write to you in our fourth Diversity and Inclusion Annual Report. Reporting to you has proven to be a much more important task than we ever imagined. It requires us to reflect on what we have accomplished and what we need to accomplish to achieve our goal of becoming a more diverse and inclusive organization.

In 2009, we made significant steps toward our goal. The year began with the addition of Sarah Riley Howard and Janet Ramsey to the partnership. With their election, female attorneys now comprise 13% of our partnership, an increase of 75% from just three years ago.

The year ended with the election of our firm's most diverse class of new partners. The new partners are Charles Ash, Hodayune Ghaussi, Sarah Lindsey and Matt Nelson, each of whom is profiled in this report. This group of new partners brings a broad range of experience and perspectives to the partnership.

Hodayune and Matt began their careers with the firm as summer associates. Charles and Sarah joined us as lateral hires and are examples of the firm's continued efforts to recruit experienced minority and female attorneys to boost our progress toward becoming a more diverse organization.

Toward that goal, we added another experienced lateral female attorney to our Southfield Office in 2009. Meg Van Meter joined us as Senior Counsel. Meg concentrates her practice in commercial real estate transactions and holds the designation of Leadership in Energy and Environmental Design Accredited Professional, or LEED AP. She has extensive experience representing developers, sellers, purchasers, lenders, landlords, tenants and operators of a broad range of commercial properties.

In 2009, the firm's diversity initiatives were recognized with several awards, including the Grand Rapids Area Chamber of Commerce Diversity Visionary Award and the Alfred P. Sloane Award for Business Excellence in Workplace Flexibility. The firm was honored once again as one of the Best and Brightest Places to Work in Metropolitan Detroit and West Michigan. The firm was recognized in the *Crain's Detroit Business* Annual Diversity Awards and was named by the *Detroit Free Press* as one of the Top Places to Work in 2009. While we are grateful for these honors, we understand that they are only milestones on a continuing journey for our firm.

We continue our efforts to recruit talented minority attorneys, both out of law school and from among lawyers already in the profession. We actively recruit at the Cook County Minority Job Fair and the Black Law Students Association Midwest Career Fair. We

continue to support and participate in the Grand Rapids Bar Association's Minority Clerkship Program, which we helped to establish nearly 20 years ago.

We have been very successful in recruiting female associates. Half of the associates in our entering class of 2009 were women. We have revised the firm's alternative work schedule policy to allow for more flexibility in career paths. An increasing number of women serve in positions of leadership in the firm. Our Women's Network and Mentoring Circles help female partners and senior associates connect with and mentor our female associates. We will continue efforts like these to promote the retention of female attorneys in the coming year.

We are committed, as well, to ensuring that all of our associates develop to their greatest potential. Carin Ojala, our Director of Professional Development, monitors the progress of each of our associates against benchmarks established by our practice groups. Every quarter, Diversity Partner Rodney Martin creates a report on how all assignments are distributed among our associates. The benchmarks and assignment reports are important tools that our practice group chairs use to ensure that all associates are getting the opportunity to grow in the practice.

In 2009, we continued our commitment to increasing diversity within our profession through our outreach programs. We awarded \$19,000 in scholarships to minority students who are pursuing a career in the legal profession. In addition to scholarships to a student attending law school and a student studying to become a paralegal, the firm awarded eight scholarships to college students to enable them to take a review course for the Law School Admission Test.

Our outreach once again extended to high school students in the Grand Rapids Public Schools. Under the leadership of Sarah Riley Howard and Madelaine Lane, several of our attorneys taught trial skills and advocacy to students at Central High School who

participated in a state-wide mock trial competition. Interest in the program was so high that Central High was able to field two teams of students.

At the same time that we are reaching out, we are also continuing our work to broaden our understanding of, and our commitment to, diversity. In 2009 we continued our "One Book, One Firm" program by encouraging all of our attorneys and staff to read *Hands of My Father*, a memoir written by a hearing child of deaf adults. At a lunch-and-learn presentation, our partner John McKendry, himself the child of deaf parents, offered his special insights and broadened our understanding of diversity.

In the summer, eight teams from Warner participated in our second annual Grand Race Road Rally. The teams included Warner staff, attorneys and members of their families. Modeled after the CBS television program *The Amazing Race*, the Grand Race Road Rally challenges the teams to follow clues to find seven locations in Grand Rapids that highlight our diverse ethnic communities. The Grand Race Road Rally is organized for Warner Norcross & Judd each year by the Public Museum of Grand Rapids.

The firm continues to encourage people to attend the Institute for Healing Racism. This two-day workshop plays a major role in fostering a deeper understanding and appreciation of our cultural and individual differences. Fifteen attorneys and staff members signed up in 2009 to attend an Institute.

The goal of becoming a more diverse and inclusive organization is vital to our long-term success. Leading American businesses understand the importance of diversity as they work to compete in a global economy and to meet the challenges and opportunities of our country's changing demographics.

In April, we heard about those challenges and opportunities from Robb Chavis and Sibyl

Smith, of GlobalHue, Inc., one of the nation's leading multicultural marketing firms. Robb and Sibyl, attorneys who are vice chairs at GlobalHue, spoke to us about how major businesses in the country are responding to changing demographics and suggested steps that firms like ours can take to compete effectively in the global marketplace.

In July, we listened to Dr. Scott Page, a professor of Complex Systems at the University of Michigan and author of *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*. Dr. Page explained that on difficult tasks, diverse teams get better results than homogeneous teams. Dr. Page helped us clarify the importance of our efforts to become more diverse and inclusive as we strive to provide our clients superior service and excellent legal work.

Over the past 10 years, Warner Norcross & Judd has made a significant commitment to becoming a more diverse and inclusive organization. Because of that commitment, our firm is a better organization.

Our growing diversity has brought us a broader range of perspectives and experiences, making us better able to serve our clients. Our emphasis on respect, inclusion and teamwork allows each of us to have a more fulfilling career and is essential to maintaining an engaged workforce that is dedicated to meeting the needs of our clients. Our commitment to diversity and inclusion has resulted in a better partnership with each other, with our clients and with our community.

Thank you for taking the time to read our annual report.



Douglas E. Wagner
Managing Partner
Warner Norcross & Judd LLP

Four New Partners

Competence and Commitment



Homayune Ghaussi

After attending Wayne State University law school and clerking two years for the Honorable Judge Patrick J. Duggan in the Eastern District of Michigan, Homayune Ghaussi began his career at Warner Norcross & Judd in 2003 and was elected into the partnership in November.

Homayune was born in Afghanistan where his father held high-level positions in government and his mother was a teacher at his school. When Homayune was 7 years old, his family moved to Sudan where, for the first time, he experienced cultural diversity.

After the Soviets invaded Afghanistan, the Ghaussi family could not return to their homeland so they moved to Michigan in 1981. In Michigan, Homayune again experienced his Afghan culture through his extended family here, but continued to recognize and appreciate the differences in his surroundings. His strong sense of his own heritage and his experiences in Africa and the U.S. have molded him, he says.

“I’ve learned to find common ground with others and then appreciate the uniqueness of each person, culture and situation. No matter where you live, or what culture you are a part of, all of us experience life through our relationships with others, personally and professionally,” he says.

A similar focus on personal and client relationships is what drew him to Warner. He approaches his clients’ cases with this perspective, endeavoring to find a solution that is appropriate for the unique challenges each case presents.

Though at times challenging, Homayune looks back fondly on his journey. When he was a child in Afghanistan, his father told him stories about America, where anything was possible and people of all walks of life could work and live together. The lesson came back to him once again when Barack Obama was elected in 2008.

“Politics aside, the simple fact of his election reminded me of the inspiration I felt as a child growing up thousands of miles from these shores,” Homayune says. “I loved America before I set foot on its soil. And now I’m living the American dream myself.”

Matt Nelson

Diversity is much more nuanced than simply checking boxes for race and gender, says Matt Nelson, who was elected into the partnership in November.

“It is the power of interaction between individuals who come to a problem with different backgrounds and perspectives. When this interaction occurs, diversity leads more naturally to new ideas and innovation, which are the cornerstones of any successful business,” he says.

Matt joined Warner after he earned his law degree from the University of Notre Dame in 2002. He specializes in appeals in the federal and state courts and employment litigation. He’s also co-founder and a regular contributor to the firm’s popular One Court of Justice blog.

When Matt was a child, he and his family moved frequently. His dad’s job as a private school administrator took them to small towns in New Jersey and Iowa, to Cincinnati and finally to Michigan, where he attended high school. One of those moves sparked his interest in law.

Shortly after relocating, Matt’s father, who had received an employment contract, lost his job with no notice. “From what I know now, I believe my father’s contractual rights were violated, but he decided not to pursue the issue,” Matt says.

Ironically, Matt now represents employers in employment disputes. “But my experience makes me aware of how cases like my father’s affect employees and helps me spot the legitimate claims, like the absence of warning signs before an employee is terminated.”



Sarah Lindsey

Sarah Lindsey spent five years at a Washington D.C. law firm and then took a trip around the world before moving back to her native Michigan in 2005. She and her husband missed their friends and family in the Midwest.

“I knew I was looking for a law firm with flexibility and a cooperative atmosphere,” she says. The personality of Warner Norcross & Judd drew her in.

“The kinds of people who want to work for a firm like this are all about teamwork, not just looking out for yourself. The firm is looking for excellent work, and the way to get that is through teamwork and training,” says Sarah, whose practice focuses on environmental and commercial litigation.

Flexible doesn't necessarily mean part-time, Sarah explains. It simply means having the option of working from home when your child is ill or leaving for part of an afternoon to attend the school play. And it comes in handy for moms and dads at the firm.

“I can work from 9 to 11 at night and it's not going to affect anyone,” she says. “Firms are finding they're getting a full commitment and that attorneys are more loyal and dedicated because they are allowed to be flexible when they need to be.”

After she became an associate at Warner, Sarah realized she had found the firm she was looking for, and she wanted to become a partner. In November, she reached that goal when she was elected into the partnership.

“I definitely feel more responsibility now as an owner of the business. People have different expectations for partners,” Sarah says. “But I'm ready for this.”

Charles Ash

After practicing in California and Michigan, Charles Ash Jr., a 1998 graduate of Stanford Law School, joined the firm as Senior Counsel in July, 2008. In November, he was voted into the partnership.

“Deciding to join Warner came down to an issue of fit – both in terms of the firm's practice and what it stands for as an organization” says Charles. “I was thoroughly impressed by the members of the firm's Litigation Practice Group, top to bottom, and with the firm's singular focus on client service. I knew right away that my practice would flourish here.”

Upon joining the firm, Charles was immediately given the chance to join the litigation team for one of the firm's largest clients.

“Warner embraced me right away, giving me the opportunity to work on one of its most high-profile cases. I couldn't be more pleased,” says Charles, who especially appreciates the chance he has had to work side-by-side with the firm's senior litigators. “Warner's intense focus on meeting our clients' needs meant that I was instantly given the opportunity to be part of the team.”

Charles cites another opportunity that he never expected he would get as a new lateral attorney. Shortly after joining the firm, he was asked to become the client manager for a national company going through a challenging bankruptcy involving a host of litigation and insurance-related matters.

“The management team concluded that I was in the best position to serve the needs of the client, so they gave me the chance.”

Charles is thrilled with how his practice has grown in the short time he has been with the firm. The firm's commitment to diversity and inclusion was critical to his decision. “I want to be part of a firm whose mission is respect and inclusion, a firm committed to giving everyone the opportunity to advance and succeed,” says Charles. “I wouldn't be here if Warner wasn't that kind of firm.”

Diversity in Practice

Meeting the Needs of Our Japanese Clients



Andrew Thorson and Mai Nishikubo

Andrew Thorson was in his junior year of college when he saw an advertisement about the need for people to teach English in Japan. What the heck, he thought. So while completing his resume for law school, he filled out an application to teach in Japan, too. Eleven months later, with Boston University School of Law on his horizon, he got a call about the teaching job.

“One of my professors said, ‘Forget law school. Go to Japan.’ I didn’t know anything about Japan. I grew up in Northern Michigan,” Andrew says.

He delayed law school for a year and headed to southern Osaka Prefecture. “I spent a year there. Something clicked,” he says.

He went back again during law school and years later received a full scholarship to study at Kyoto University Graduate School of Law, where he earned a master’s degree in Civil Laws in 1998.

Andrew, who has been practicing law for 17 years, joined Warner Norcross & Judd in 2007. The firm had two Japanese clients at the time and Andrew was determined to grow the number exponentially. But doing so would be difficult without some help.

That’s when Mai Nishikubo joined the Warner team.

Mai, who was born in Tokyo, moved to the U.S. in 2005. She met Andrew while she was working in the Japanese consulate’s office in Detroit. As Warner’s Japan business specialist, she helps Andrew maneuver through meetings and correspondence with Japanese clients.

Andrew can read Japanese and is pretty good at writing it, too, but he still relies heavily on Mai to help him understand how to convey messages to his Japanese clients and how to respond to their inquiries.

Mai explains the business environment in Japan includes a lot of “template conversation.” So when she sends an invoice, for example, it includes a cover letter that might extend a holiday greeting or mention the latest change in the weather.

“It doesn’t mean much, but it would look rude if you didn’t have it,” she says.

Since Andrew and Mai joined the firm, the number of Japanese clients has grown to more than 30.

“It’s important to our Japanese clients that we have someone in the office who is Japanese,” Andrew says. “It’s another way of looking at diversity, which is that we must reflect our market. And as you can see, our diversity provides real value to us and to our clients.”

A Stronger Partnership

Mentoring Proves Mutually Beneficial



Raquel Salas and Ric Roane

Raquel Salas was in her second year of practicing law at Warner Norcross & Judd when she started to second-guess her career choice.

“I wasn’t sure what area of the law I wanted to practice or if I could ever fit into the big-firm model. I knew I wanted to be in court, be on the front line and be accountable. But, I wasn’t sure if I was strong enough or organized enough to be a good lawyer.” says Raquel.

And on top of all that, there was Laura, her young daughter. Raquel and her husband have a commuter marriage so she shoulders most of the parenting responsibilities. Despite the challenges, she’s still here – and she’s thriving.

“It’s because of him,” Raquel says, giving a nod to Warner’s Ric Roane. Ric, chair of Warner’s Family Law Practice Group, became Raquel’s mentor early in 2009, guiding her into litigation and family law and helping her stay focused and organized.

“Ric is very detail oriented. This helps me,” says Raquel. “We complement each other.” Ric admits to being somewhat of a “control freak,” so the relationship has been good for him, too, he says, He’s learning to delegate responsibility and trust that the job will be done right.

But he refuses to take credit for Raquel’s successful second year. “She’s very tough and feels at home in the court room” Ric says. “Even when there has been criticism, she has taken it constructively.”

Raquel, a native of the Dominican Republic, moved to the U.S. at the age of 26, undeterred by the fact she did not yet speak fluent English. She attended Michigan State University College of Law and subsequently was recruited to Warner.

Ric points out that Warner recruits young attorneys like Raquel with promises of workplace flexibility and a family friendly atmosphere.

“It’s one thing to talk about it while recruiting. It’s another to live it,” Ric says. “We say it *and* we live it.”

That means that when Raquel’s daughter is sick, she stays home and works from her laptop. Ric checks in. “And he always follows up,” Raquel says.

Ric was an ideal pick to mentor Raquel because he knows a little bit about minority status and the struggles that accompany it.

He’s an openly gay man who has “survived, fit in and succeeded, in a traditionally conservative community and a traditionally conservative profession,” he says. The challenge has taught him patience.

Raquel’s success in 2009, perhaps coupled with Ric’s help, earned her recognition in the *Grand Rapids Business Journal’s* “Forty Under 40 Business Leaders” feature in November, which acknowledges young professionals who are making a difference in the community.

Despite her busy schedule, Raquel spends time talking to young Latino students about the importance of getting an education. She’s also involved with Local First, the West Michigan Hispanic Chamber of Commerce and other organizations.

Women's Networking

Building Connections to Enhance Careers

As the number of women attorneys at Warner Norcross & Judd continues to grow, so do the connections between and among them.

The Women's Network, an internal collection of mentoring circles created three years ago, had 44 participants in 2009. Small "circles" of seven or eight women lawyers meet about once a month for lunch or coffee. Then, the whole group gets together quarterly.

"The goal is to improve retention and make the women here happier with their experience. We're opening the lines of communication," says Molly McManus, a partner who serves on the steering committee. "I feel like we've finally hit critical mass. It's not a problem recruiting women anymore, but we want to keep them."

The networking opportunities have been valuable for Meggan Dyer, an associate in Warner's Muskegon office.

"As a corporate attorney, I generally work with more men than women, so the Women's Mentoring Circle is a good way to connect with other women within the firm," she says.

Each Mentoring Circle includes at least a couple of partners and several associates. There are five groups in West Michigan offices and two in Southfield. The steering committee scrambles the membership of the Circles each year so new connections are created.

"We've encouraged associates to take the lead, to get involved in the planning and make this what they want it to be," Molly says.

In 2009, the entire group was invited to participate in cooking lessons at a partner's home, a game night, a holiday gift-wrapping benefit and a professional development program that featured a panel of women who are in-house counsel for area businesses.

Many of the events have a charitable aspect. They collected donations for a food bank during the cooking lessons. The gift-wrapping proceeds went to Special Olympics.

"Several strong and influential mentoring relationships have come out of our Network already," Molly says.

And perhaps even more importantly, the group feels as if the firm is paying attention. The women as a group gave formal input on issues relating to alternative career tracks – outlining what they were looking for in terms of flexible working arrangements, options for tracks to partnership, and equitable compensation.



Jennie Santos-Bourne and Molly McManus

Work-life Balance

Successfully Juggling Jobs and Families



Sarah Riley Howard



Mary Jo Larson



Lisa Zimmer

For Sarah Riley Howard, 2009 was a very big year. She became a partner at Warner Norcross & Judd and a new mom. Her first child, Thia, was born in July.

Fellow Warner partner Mary Jo Larson remembers those days of new motherhood and the difficulty of balancing work and family. She enjoyed a scaled-back work schedule for most of her children's formative years. Elizabeth and Jordan are now 20 and 16 and their mom has returned to full-time lawyering.

Yes, being a lawyer means long days, adds Lisa Zimmer, another Warner partner who is both lawyer and mom. "But it gives me the ultimate flexibility."

Studies show that, despite the fact that nearly half of law school graduates are women, they are not achieving equity or assuming leadership roles in law firms at the same rate as their male colleagues. In some cases, women are leaving the profession altogether. Warner works hard to buck that trend by allowing all lawyers – not just women – a degree of flexibility and autonomy.

Lisa works at home some days. On occasion, she leaves the Southfield office early to attend a school activity. And then, of course, there are the times she finds herself eating lunch at her desk or working at night, after her two children, Jacob, 12, and Rachel, 9, have gone to bed.

Sarah, who lives in Grand Haven, also appreciates the flexibility, particularly with an infant at home. She splits her time between the Holland and Grand Rapids offices and generally works from home on Fridays.

Technology makes it easier to juggle the professional and personal responsibilities, adds Sarah. "And it helps that clients are dealing with the same issues. They are understanding as long as you can meet their needs."

These women give lots of credit to husbands who are both supportive and actively involved. Mary Jo's spouse, Jim, is a musician with a flexible daytime schedule. Sarah's husband, Kevin, teaches high school so he has the summers off. Lisa's husband, Jerry, is an attorney, but his work days typically end at 4 p.m.

Mary Jo says she feels lucky. She has seen women leave the profession because they didn't get the necessary support at home – or at work.

"You need to be very clear about what you want," she says. "There are challenges, but they aren't insurmountable."

And don't listen to "the noise" from those who aren't walking in your shoes, she says. "You want to be viewed seriously. And you're viewed seriously if you get your work done and make your clients happy."

Taking on Leadership Roles

Andrea Bernard Instrumental in Policy Changes



In her 17 years with Warner Norcross & Judd, Andrea Bernard has seen a lot of changes. When she was a first-year associate in 1993, there wasn't even a policy on flexible leave, she recalls, much less any sort of formal diversity initiative.

Today, family-friendly policies and recruitment strategies have woven their way into Warner's very core. So has Andrea.

She's been the firm's Assistant General Counsel since 2006, representing Warner on legal matters and working to avoid situations that result in the firm becoming involved in legal disputes. She was elected by the partnership to serve on the Management Committee and is a member of the Steering Committee for the Litigation Practice Group, too.

But it's not about gender.

"I don't go to Management Committee meetings and feel like I'm there because I'm a woman," she says. "And I'd be disappointed to learn that people voted to put me on the committee just because I'm a woman."

Her leadership roles stem from the fact that she's "strong willed" and "opinionated," she says. "If I can have a role in changing something for the better, I want to make sure I do."

"Women approach leadership roles differently than men. And sometimes people are more willing to share when there are women involved," she says.

Unspoken Responsibility

One Book One Firm Selection Rings True for Partner



Muskegon Chronicle, 1988

Warner Norcross & Judd 2009 One Book, One Firm Reading List

Main Selection

Hands of My Father by Myron Uhlberg

Recommended Fiction

Digging to America by Ann Tyler

Crescent by Diana Abu-Jaber

***The Lone Ranger and Tonto Fistfight
in Heaven*** by Sherman Alexie

How the Garcia Girls Lost Their Accents
by Julia Alvarez

The Bluest Eye by Toni Morrison

Recommended Nonfiction

A Stronger Kinship by Anna-Lisa Cox

***Dreams of my Father: A Story of Race
and Inheritance*** by Barack Obama

Covering by Kenji Yoshino

The Difference by Scott E. Page

***White Like Me: Reflections on Race from
a Privileged Son*** by Tim Wise

John McKendry Jr. is a CODA. That is, he's a Child of Deaf Adults.

The firstborn of John McKendry Sr., who lost his hearing at age 3, and Lois McKendry, who was born deaf, John was only six when he assumed the role of chief spokesperson and negotiator for his family. Today, John and his wife continue in that role for his father, who is 84 and lives just a half-mile from them in Muskegon. His mother died in 2007.

A partner who has been with Warner for 24 years, John spoke about his experiences during a firm luncheon last June. Many of those who gathered to listen and ask questions had read *Hands of My Father: A Hearing Boy, His Deaf Parents, and the Language of Love*, by Myron Uhlberg. The memoir was Warner's "One Book, One Firm" selection for 2009.

"I think this really is a diversity issue," John says. "The deaf are the most neglected and ignored minority in America."

As a child, John learned two languages – sign language and the spoken word, he told the group. As he grew, he didn't like speaking on his parents' behalf, but it molded him into a good speller and master negotiator. He helped his dad buy the family vehicle and became his parents' voice at the bank, on the telephone and at school.

"I was wheeling and dealing in the adult world," John says. "It was a very practical education and I was way ahead because of all that experience."

John founded the Deaf and Hard of Hearing Connection in Muskegon, an advocacy and service group. The organization recently merged with Deaf and Hard of Hearing Services in Grand Rapids and now serves Kent, Ottawa and Muskegon counties.

The director is Katie Prins, a deaf woman who joined John in his presentation at Warner.

In addressing his colleagues, John talked about the available technology and the need for improved access to it.

The presentation was cathartic, he says. "Plus, I think it opened a lot of eyes."



Awards

Acknowledging Our Progress

Firm Receives Kudos for Its Diversity Efforts, Workplace Flexibility

Warner Norcross & Judd was particularly pleased to accept the Diversity Visionary Award from the Grand Rapids Area Chamber of Commerce in March, 2009. Six months later, the prestigious Alfred P. Sloan Award for Business Excellence in Workplace Flexibility came our way, too.

The Diversity Visionary Award recognizes Warner for its expanded recruitment of minority and women attorneys, for awarding scholarships and sponsoring programs to increase the number of minority graduates from law schools, maintaining an internal diversity blog and publishing an annual diversity report.

Accepting the award on behalf of the firm, Diversity Partner Rodney Martin described it as “a milestone on a continuing journey

for our firm.” Rodney congratulated the Chamber for its efforts to promote diversity, saying “our lives will be richer and our community more prosperous if we embrace diversity.”

Past winners of the Diversity Visionary Award include James Hackett, CEO of Steelcase Inc.; Bob Woodrick, founder of the Woodrick Institute for the Study and Healing of Racism; and Cascade Engineering.



The Alfred P. Sloane Award, named for the former CEO of General Motors Corp., honors organizations that “use workplace flexibility as a strategy to increase workplace effectiveness and yield positive results.” Specifically, the award acknowledged Warner for creating an environment that fosters professionalism, teamwork and flexibility.

The Sloan Award is part of the When Work Works project, which, among other initiatives, analyzes how well U.S. employers are addressing the needs of today’s workers.

Other awards received in 2009 include:

- West Michigan’s 101 Best & Brightest Companies to Work For, for the seventh consecutive year
- Metropolitan Detroit’s 101 Best & Brightest Companies to Work For, for the third consecutive year
- *Crain’s Detroit Business* Diversity Award, honorable mention
- Best Michigan Businesses, *Corp! Magazine*



Rodney Martin

The 2009 winners

\$5,000 Law School Scholarship
Virgilio Sklar, *University of Michigan Law School*

\$2,000 Paralegal Studies Scholarship
Patricia Mata, *Davenport University*

\$1,500 LSAT Scholarship Winners
Safealdeen Bughrara, *Michigan State University*
Carmen Dorris, *Kalamazoo College*
Roland Foster, *Michigan State University*
Rolando Foster, *Michigan State University*
Rocio Ibarra, *Hope College*
Kara Shin, *Calvin College*
Stephanie Simon, *Kalamazoo College*
LaToya Young, *Eastern Michigan University*

Demographic Profile as of December 31, 2009

Associates

| Race | Female | Male | Total |
|--------------------|-----------|-----------|-----------|
| African American | 0 | 1 | 1 |
| Asian/Pac Islander | 3 | 3 | 6 |
| Hispanic | 2 | 0 | 2 |
| White | 23 | 34 | 56 |
| Total | 27 | 38 | 65 |

Percentage of Females: 41.5%
Percentage of Minorities: 13.8%

Partners

| Race | Female | Male | Total |
|--------------------|-----------|-----------|------------|
| African American | 0 | 0 | 0 |
| Asian/Pac Islander | 0 | 0 | 0 |
| Hispanic | 0 | 0 | 0 |
| White | 14 | 92 | 106 |
| Total | 14 | 92 | 106 |

Percentage of Females: 13.2%
Percentage of Minorities: 0%

Counsel and Senior Counsel

| Race | Female | Male | Total |
|--------------------|----------|-----------|-----------|
| African American | 0 | 1 | 1 |
| Asian/Pac Islander | 0 | 0 | 0 |
| Hispanic | 1 | 0 | 1 |
| White | 6 | 12 | 15 |
| Total | 7 | 13 | 20 |

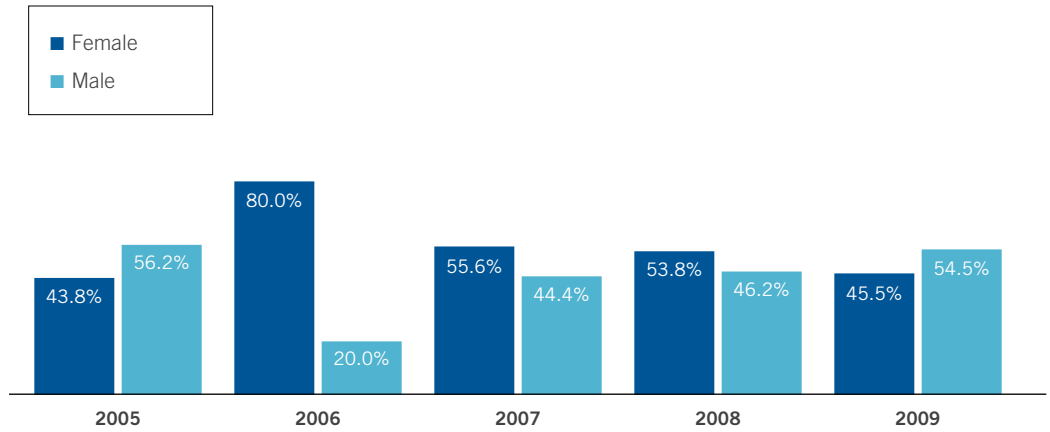
Percentage of Females: 35%
Percentage of Minorities: 10%

All Attorneys

| Race | Female | Male | Total |
|--------------------|-----------|------------|------------|
| African American | 0 | 2 | 2 |
| Asian/Pac Islander | 3 | 3 | 6 |
| Hispanic | 3 | 0 | 3 |
| White | 42 | 138 | 180 |
| Total | 48 | 143 | 191 |

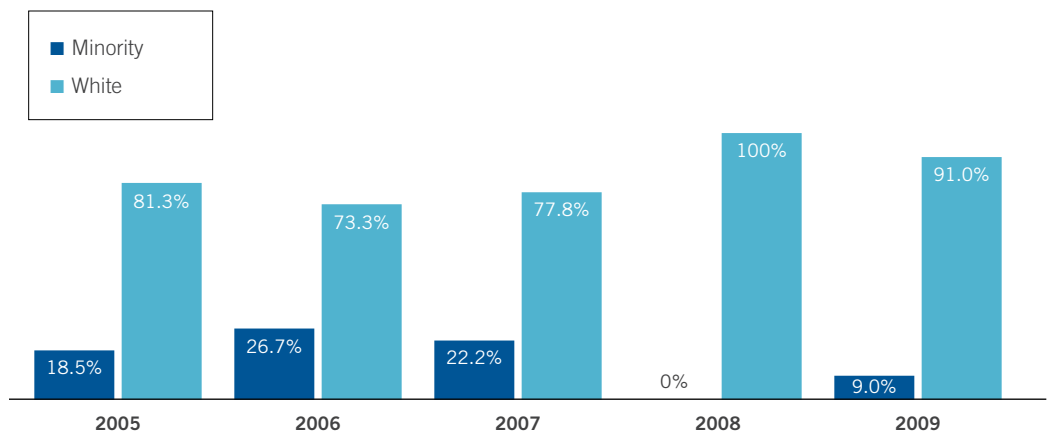
Percentage of Females: 25.1%
Percentage of Minorities: 5.8%

Associates Hired by Gender



| | 2005 | 2006 | 2007 | 2008 | 2009 |
|--------------|-----------|-----------|-----------|-----------|-----------|
| Female | 7 | 12 | 10 | 7 | 5 |
| Male | 9 | 3 | 8 | 6 | 6 |
| Total | 16 | 15 | 18 | 13 | 11 |

Associates Hired by Race and Ethnicity



| | 2005 | 2006 | 2007 | 2008 | 2009 |
|--------------|-----------|-----------|-----------|-----------|-----------|
| Af. Amer. | 1 | 1 | 1 | 0 | 0 |
| Asian | 1 | 2 | 2 | 0 | 1 |
| White | 13 | 11 | 14 | 13 | 10 |
| Hispanic | 1 | 1 | 1 | 0 | 0 |
| Total | 16 | 15 | 18 | 13 | 11 |



Grand Rapids
900 Fifth Third Center
111 Lyon Street NW
Grand Rapids, MI 49503-2487
(616) 752-2000

Holland
85 East Eighth Street
Suite 310
Holland, MI 49423-3528
(616) 396-9800

Lansing
One Michigan Avenue Building
120 North Washington Avenue
Suite 410
Lansing, MI 48933-1617
(517) 679-7400

Muskegon
316 Morris Avenue
Terrace Plaza
Suite 400
P.O. Box 900
Muskegon, MI 49443-0900
(231) 727-2600

Southfield
2000 Town Center
Suite 2700
Southfield, MI 49075-1318
(248) 784-5000

Sterling Heights
12900 Hall Road
Suite 440
Sterling Heights, MI 48313-1175
(248) 784-5199

www.wnj.com