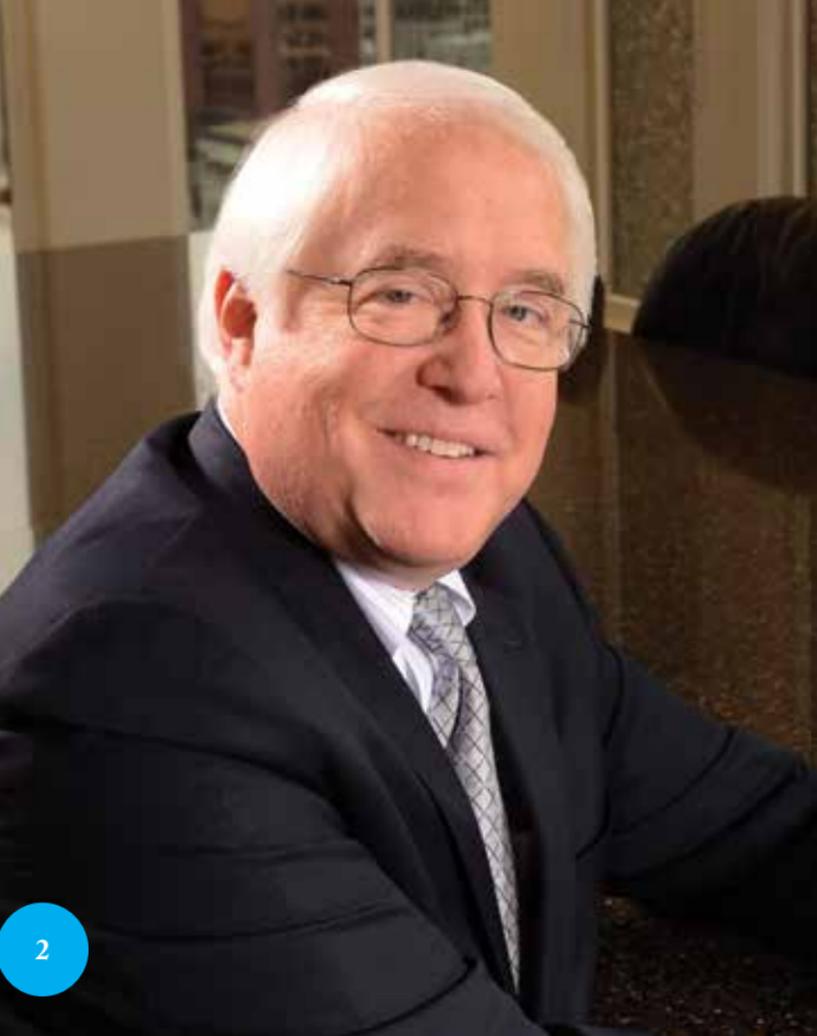


2012 Diversity & Inclusion Annual Report





To our colleagues, clients and community friends:

Seven years ago, Warner Norcross began changing the way that we approached our diversity and inclusion

initiatives. While we had made some progress in tackling these important initiatives, I sensed that not everyone was on the same page. So I appointed Rodney Martin to the position of Diversity Partner and asked him to experiment with new ideas and establish programs more sharply focused on recruiting and retention of women and persons of color.

We began talking about diversity as a law firm – in practice group meetings, at our annual partner retreat, in recruiting materials and on our website. Many of those early conversations were focused on making the business case for diversity, what it meant to Warner Norcross and why it was important. We have come a long way in those seven years.

Today, we have broad support throughout the firm for our diversity and inclusion initiatives. Our conversations – internally, with clients and within the communities where we live and work – have evolved and gone well beyond the business case. We have enjoyed a number of successes, receiving accolades and awards for the gains we have made. But despite this progress, we remain short of our goals and committed to growing the number of female attorneys and attorneys of color through recruiting and retention initiatives.

Warner Norcross has been successful in attracting diverse young law students. Our 2012 class of new associates is a case in point: four are women, two are persons of color. We now have more women attorneys than we did seven years ago, and the percentage of women partners has grown by 60 percent.

Yet we don't enjoy that same track record when it comes to attracting experienced lateral attorneys. That is one of the reasons I am particularly pleased to welcome Roosevelt Thomas to the firm. After many years of conversation, Roosevelt agreed to join Warner Norcross in the fall of 2012. An experienced trial lawyer, Roosevelt

has built a distinguished career as a criminal lawyer in Chicago and Southwest Michigan. We expect him to make strong contributions to our White Collar Crime Practice Group. You can read more about Roosevelt on pages 4-5 of this report.

We must continue our efforts to encourage established minority attorneys like Roosevelt to consider Warner Norcross, which is one reason our firm was a charter signatory of the Managing Partners Diversity Collaborative. This initiative has pooled resources from 13 of West Michigan's largest law firms and the Grand Rapids Bar Association to tackle the most persistent issues we face: recruitment and retention of qualified women and persons of color, as well as pipeline development efforts focused on both pre-law and law school students. You will read more about the progress our Collaborative has made over the past 18 months, including the launch of GRab LAW, on page 13 of this report.

In recognition of his efforts in helping to organize the Managing Partners Diversity Collaborative and drafting its Action Plan, Rodney Martin was this year's recipient of the President's Award from the Grand

Rapids Bar Association. Rodney has been a true leader when it comes to developing and executing ideas and programs that ensure we move forward as a firm and a community.

Rodney's hard work in this arena has also been recognized by the State Bar of Michigan, which asked him to co-chair its Diversity and Inclusion Advisory Committee. We are hopeful that the model of regional collaboration will be embraced at the state level as well, and that the legal profession in Michigan will be recognized as a national leader when it comes to diversity and inclusion.

As a law firm, we continue to devote our time and talents to programs and initiatives that connect us with our clients and our communities. During 2012, we awarded eight scholarships to encourage minority college students to pursue a career in the legal field. We sponsored our first ever "dual internship," sharing a summer clerk from the Floyd Skinner Bar Association Minority Clerkship Program with our good client Spectrum Health (pages 11-12).

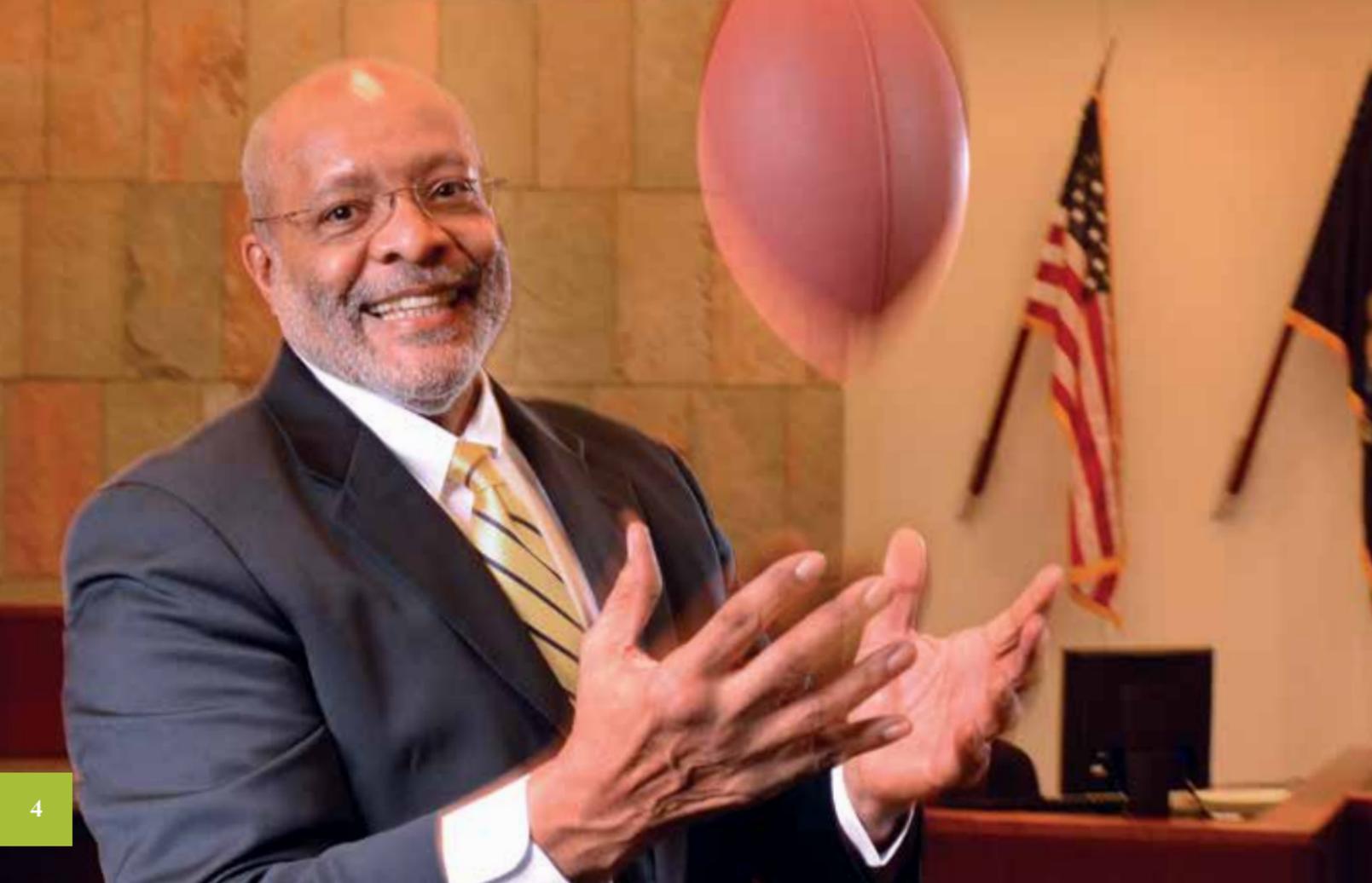
Our attorneys and staff volunteered with non-profits in each of the six communities where Warner Norcross has offices. We supported diversity programming from long-standing cultural institutions such as Grand Rapids Civic Theatre (page 11). And we launched new measures, including the café conversations on race and racism spearheaded by Southfield partner Mary Jo Larson (pages 6-7).

Seven years after publishing our first annual report, our conversations on diversity and inclusion are different – but the issues are the same. So is our firm's commitment to them.

Best regards,



Douglas E. Wagner, Managing Partner



In 1973, Roosevelt Thomas found himself at a crossroads.

After trying out for the Dallas Cowboys, the new college grad had landed a job teaching math at a program for gang members and high school dropouts in South Bend. He had parlayed that success into a five-year, multi-million dollar education grant that allowed him to develop and lead a national pilot program.

Yet the football bug still had him, a carryover from his days as a middle linebacker at Western Michigan University. So Thomas tried out again, this time for the New England Patriots, attending camp and playing in the first pre-season game before coming to the realization that football might not be such a great future. After all, at the time, he was making more money running his street academy than starting players made for the NFL.

So he returned as director of the program and to South Bend before deciding that law school would be the

Roosevelt Thomas, Champion and Partner



ticket. Thomas might be able to keep alive his dreams of the game and be an agent. He applied and received a scholarship to Notre Dame – and that’s where his true career began.

“I was the kind of student who sat in the back of the room and hoped my professors didn’t call on me,” Thomas recalls. “One summer, I was working with the public defender’s office in South Bend on a case involving a Hispanic laborer accused of raping a white woman. The lawyer I was working with didn’t believe he could win the case, so he let me do the closing argument.

“In listening to the accuser’s testimony, I had heard a flaw. So I asked the jury, ‘Wouldn’t it be awesome if I had the tremendous power to point my finger and make mountains crumble – because that’s what the accuser did when she pointed her finger at my client and accused him of rape. When you look at the facts, the proof just isn’t there.’”

“The next day, I got a call from the public defender congratulating me for winning my first case.”

After graduation, Thomas joined a renowned criminal attorney in Chicago where he practiced for more than two decades. The pace was heady – he’d have a bench trial in one courtroom in the morning then race to a different courtroom for a jury trial on a different case in the afternoon.

He raised a family, began teaching young lawyers at the National Institute of Trial Advocacy at Northwestern University and then Emory University, ran for Congress and got deeply involved in the community. After 20 years, though, Thomas felt it time to return home, so he moved back to Cass County and set up a general law practice with a friend from elementary school who had wound up in his class in Notre Dame.

Thomas joined Warner Norcross in the fall of 2012, tempted by the opportunity to practice full-tilt criminal law and help the firm build its White Collar Practice.



“Trial law is a special thing and a privilege,” Thomas says. “In the hundreds of trials I have tried over the last 35 years, you always learn something that neither side knew at the beginning if you just listen to what you’re hearing in the courtroom.

“Starting a trial is like kicking off at a football game against an undefeated team when you haven’t won a game yet this season. Until you actually play the game, you don’t know who’s going to win – and your team just might pull it off.

“This is a noble profession. It’s the greatest life in the world to me.”





When Mary Jo Larson graduated from Leadership Detroit in spring 2011, she didn't say goodbye to her classmates.

Instead, she and a group of eight other business and civic leaders continued to meet and convene community discussions on race and racism. They felt the conversation was too important to put on hold.

"I'll take the blame for keeping the group together," Mary Jo laughs. "Toward the end of Leadership Detroit, we were asked if there was any one issue we could change, what would we be willing to commit to work on. We broke into discussion groups, and I initially joined education.



"But when I looked at the group on race, there were no whites, only African-Americans. I thought to

*Back row: Leslie Andrews, Alejandro Bodipo-Memba, Mary Jo Larson, Scott Alan Davis and Al-Azhar Pacha.
Front row: Sharnita Johnson and Gina Polley.
Not shown: Alicia Alvarez and Gerald Chiddick.*

myself, there's the problem right there – we always think racism is someone else's problem. But it's not. It's ours, each of ours. So I joined the group on race – and we kept meeting after our sessions ended.”

But by the fall of 2011, the group felt a bit lost. After all, how do you tackle an issue as large as racism? Where do you even start?

They returned to Leadership Detroit for additional guidance, which helped them arrange a two-day workshop facilitated by diversity consultants from New York. The consultants set up a structured “café conversation,” which allowed the group to

engage in even smaller conversations about specific topics in a comfortable environment, then reconvene to review and digest the discussions.

Mary Jo said that was the breakthrough the group needed. They decided to sponsor similar café conversations in Detroit, inviting alumni from Leadership Detroit and other colleagues to their first one

at the Charles H. Wright Museum of African American History in May 2012. The second discussion was held five months later at the Birmingham Unitarian Church.

Key to the success of these café conversations, Mary Jo and her group soon realized, is that they had to be willing to say hard things and articulate assumptions that normally are unspoken. Too often, the group says, what goes unspoken leads to misunderstandings and barriers.

“During our initial race workshop for Leadership Detroit, everyone pretty much admitted that even if we mix in the workplace, most of us lead separate lives once we go home,” she recalls. “Most of us have friends of the same race, family of the same race and go to church with people of the same race. Once we leave work, it's pretty segregated.

“One woman asked ‘Does it matter?’ as long as people in the public space are treated the same. My reaction was pretty strong – yes, it matters. We won't be able to understand the issue of

racism or care about it in the same way if we aren't friends across racial barriers.”

The group is in process of convening its third café conversation. In 2012, Larson and her colleagues received the Emerging Leadership Award, the first time Leadership Detroit has ever recognized a group – rather than an individual – for their leadership and community involvement.

“When we won the award, what I was really glad about was that the award was for the whole group,” she says. “The group is the point.

“Now that we've been doing this for awhile, my attitude has changed. I can feel it, even if it's not something I can say in my head. The barrier for me is dropping. I feel so personally grateful and humbled by this whole process.”



When Albert Yu Chang was starting out as an attorney in the Philippines, he faced the same dilemma as his colleagues: How does one distinguish one's self as an associate in the country's leading corporate law firm?

With a drive to succeed and a sense of adventure, the Chinese-Filipino attorney decided to pursue graduate studies and gain professional experience abroad for a few years. So he came to the United States for what he thought would only be a couple of years.

But that short break turned into 12 years, a stint at a law firm in Atlanta and two additional law degrees – including a JD from Northwestern University – that set him on his current path

Albert Yu Chang, Author and Attorney

as a corporate and international business attorney at Warner Norcross. That experience, which he often refers to as his “American sojourn,” gave him fodder to co-author and publish a book this year designed to help foreign lawyers take full advantage of educational opportunities in the United States: *The Unofficial Guide to U.S. Legal Students for Foreign Lawyers*.

“Coming to the United States, going through the law school experience and entering the legal workforce came to me as nothing short of a shock,” recalls Albert. “It was totally different from what I was used to, which I believe is a common experience among many international students.

“I felt that a book like this would be helpful to lawyers in foreign countries who are weighing a decision whether to come to the United States and spend the money on a U.S. law degree.”

Albert’s book, which is his second published by the American Bar Association and is now on the shelves of law libraries across the country, offers information and insights into legal studies in the United States. From selecting a school

and a law program, experiencing law school, preparing for bar exams, career planning and finding inspiration in the careers of featured foreign lawyers, the book aims to provide need-to-know information for prospective legal students.

Albert and his co-editor, a consultant from Colombia, strongly believe that U.S. law schools positively impact the international community by contributing to the education of foreign attorneys who can more effectively facilitate global trade and cross-border transactions.

“The relative complexity of the U.S. legal system trains and requires American business lawyers to provide well-reasoned yet practical and context-specific advice to clients,” he notes.

“A lawyer who understands and has practiced under different legal systems may offer different perspectives and can be more circumspect in advising clients, particularly with respect to international ventures and transactions, and oftentimes, even with respect to domestic transactions.”

For Robin Keith, volunteering with the Schools of Hope is a way to share her love of reading while making Grand Rapids a better place to live and work.

The Community Relations Manager is one of 26 Warner Norcross volunteers who spend 30 minutes each week working one-on-one with elementary students in the Grand Rapids Public Schools on their reading skills through the Schools of Hope program. Sponsored by the Heart of West Michigan United Way, the program helps struggling students to develop stronger reading skills they need to achieve academic success.

“Schools of Hope really resonates with the firm,” Robin says. “If children don’t establish key literacy skills early on, it is virtually impossible for them to catch up later. It’s important for us as contributing



members of our community to do what we can to help make Grand Rapids stronger.

“Making sure our kids can read will help them become better writers, better students and more successful adults who will be able to contribute positively to our community. It’s one big circle that only helps West Michigan get better.”

Schools of Hope is one of dozens of programs that Warner Norcross supports in each of the six communities where we have offices. Our attorneys and staff commit thousands of hours each year, volunteering their time, serving on boards and in other leadership roles and raising funds to help hundreds of non-profits such as:

- **Grand Rapids Civic Theatre:** For the past six years, the firm has sponsored a Civic production that focuses on the issues of diversity and inclusion. For Nancy Brozek, Director of Development and Community Relations, such support allows Civic to fulfill its missions as a

Beth Cranson, Volunteer and Communications Manager



community theatre. “Warner’s underwriting of an annual production ensures we are able to do shows that create the opportunity for dialogue around important issues,” Nancy explains. “This sponsorship sends a tremendously important message to our community that we are all in this together.”



*Warner is proud to sponsor Civic Theatre's
“The Heart is a Lonely Hunter”*

- **Mayor’s Fifty:** Warner was one of the first 50 businesses to sign onto this program when it launched in 2010. An initiative of Grand Rapids Mayor George Heartwell, the program places young men and women in paying positions at businesses throughout the community. Warner’s Human Resources Director Cheryl Couthie appreciates that the young people who come through the program have leadership and work-readiness training. “Programs like the Mayor’s 50 are critical in helping our community address pipeline issues,” she notes. “Unless we get to young people very early in their education, we have no hope of opening a legal career track for many minorities. It’s absolutely essential we do these things.”
- **Detroit Historical Society:** Warner signed on as the presenting sponsor of a newly enhanced automotive exhibit focused on suppliers at the Detroit Historical Society, which reopened in November 2012 after extensive renovations. Tom Manganello, who chairs the firm’s Automotive Practice Group, said the sponsorship was a perfect fit. “As the largest Michigan law firm focused exclusively on the needs of auto suppliers, it is perfect for us to sponsor the Suppliers Section of the new America’s Motor City exhibit,” he says.

For Sarah Oliai, the best part of her summer internship was having a foot in two worlds.

The law student spent 11 weeks as a dual intern with Warner Norcross and client Spectrum Health, handling projects as diverse as patient privacy and ambulance licensure to campaign finance law and social media policies. Unlike the other colleagues in her clerkship program, though, Sarah had a special vantage point to watch the same legal projects from the perspective of law firm and in-house counsel.

“My goal for the summer was to learn as much as possible, and I couldn’t have asked for a better opportunity,” says Sarah, a Grand Rapids native in the second year of her legal studies at the University of Michigan. “By the end of the internship, I felt like I really did get to see and learn a lot – and it was a wonderful summer experience.”

And also a unique one. This was the first year that Spectrum Health partnered with Warner Norcross to sponsor a law clerk. Chief Legal Officer David Leonard



said pipeline efforts such as the Floyd Skinner Minority Bar Association clerkship program are critical to the success of the greater legal community in West Michigan.

“Warner has really led by example with its diversity and inclusion efforts,” David explains. “They have been helpful to our legal department as we explore how to partner with law firms and other organizations to enhance diversity and inclusion in the legal profession. As a Grand Rapids health system, we want to ensure local law firms have a pipeline of attorneys from diverse backgrounds to work for them – and to contribute to our success.”

Spectrum Health held a kick-off summit in early 2012 on the issue of diversity and inclusion in the legal profession. Warner Norcross Diversity Partner Rodney Martin participated in a panel that included LeMark Payne, Spectrum’s Director of Diversity and Inclusion, and John Brown, Senior Corporate Counsel at Steelcase.

David Leonard, Mentor and Chief Legal Officer and Sarah Oliai, Trailblazer and Summer Clerk

From that discussion, David and his team have formed a task force, surveyed the law firms they work with and begun developing mission and vision statements and establishing goals. Pipeline initiatives, he realizes, are key to successful diversity and inclusion programs.

“We feel we have a unique obligation in this space as a healthcare organization responsible for serving this community,” David says. “Diversity and inclusion are about more than social justice – they are strategic business imperatives for us. Healthcare is changing dramatically right before our eyes. If we have the same people with the same heritage who think in the same way sitting around the table and advising us, we’re not going to be able to change and adapt. We need people from diverse backgrounds who can help us look at things differently.

“Pipeline is such an important issue. If we expect our law firm partners to hire attorneys with diverse backgrounds, then we need to partner with them to broaden the pipeline to ensure there are attorneys and other legal professionals in the marketplace to be hired to do our legal work.”



After a successful launch in June 2011, the Managing Partners Diversity Collaborative has made major strides during the just-completed year.

In March, the Collaborative – an initiative sponsored by the Grand Rapids Bar Association and other law firms to increase diversity and promote inclusion – signed a five-year action plan. Doug Wagner, along with managing partners from 12 other leading law firms in West Michigan, publicly committed time and energy to address three critical issues facing the Bar and its member firms: recruitment, retention and pipeline development.

Each signatory firm promised to focus on these issues within their firms and collaboratively within West Michigan's legal community. Warner Norcross named attorneys and staff to focus in each of these areas, while Diversity Partner Rodney Martin was asked to convene the collaborative effort for retention.

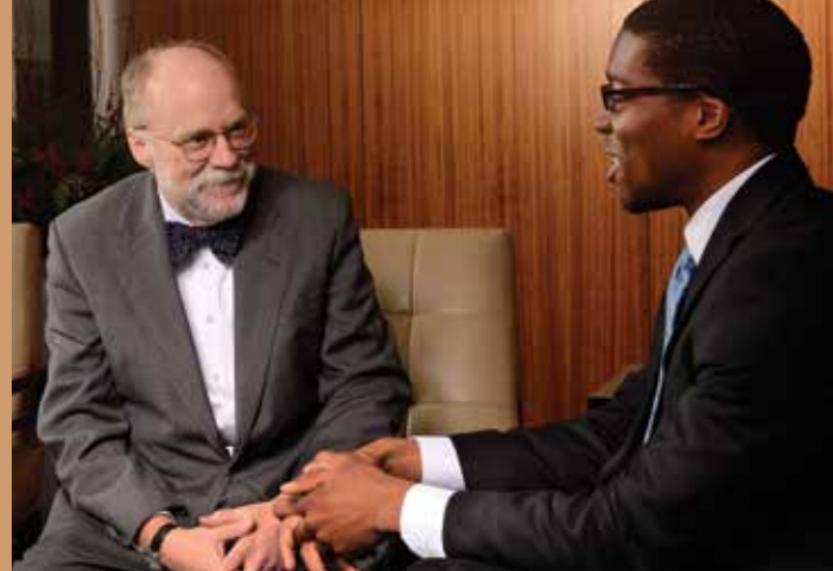
“There is a broad understanding among the major firms in Grand Rapids that we have to be more diverse and inclusive,”

Rodney explained. “The appeal of the Collaborative is that it will be easier to do that as a group rather than as individual law firms. We all have an interest in seeing the Bar become more diverse and inclusive.

“Each year our firms will do better individually at recruiting and retaining under-represented groups if the Bar as a whole is more diverse. The Managing Partners Diversity Collaborative offers a real step forward for Grand Rapids that we hope will become a model for the rest of the country.”

Highlights from the year include:

- A new branding initiative for the Collaborative, which will market itself nationally as GRab LAW. The acronym stands for Grand Rapids Achieve Balance and will focus on the opportunities in Grand Rapids for tremendously rewarding professional lives while living in a community that values balance and interpersonal relationships. A new web site and social media campaign are scheduled to be rolled out in 2013.
- Committees focused on recruiting, retention and pipeline development have been meeting and developing new initiatives that will be finalized in the first quarter of 2013.



Rodney Martin, Mentor and Diversity Partner with new Attorney Kelechi Adibe

Rodney's committee has worked on three projects: developing a training program for mentoring across gender and race lines; developing a training program for key leaders in the law firms and development a conference on business development and leadership specifically aimed at women and attorneys of color.

Demographic Profile as of December 31, 2012

Associates

Percent Female = 54.5%
Percent Minority = 15.9%

Race/Ethnicity	Female	Male	Total
African American	0	2	2
Arab American	1	0	1
Asian/Pacific Islander	3	0	3
Hispanic	0	1	1
White	20	17	37
Total	24	20	44

Partners

Percent Female = 15.2%
Percent Minority = 3.6%

Race/Ethnicity	Female	Male	Total
African American	0	1	1
Arab American	1	1	2
Asian/Pacific Islander	0	1	1
Hispanic	0	0	0
White	16	92	108
Total	17	95	112

Counsel & Senior Counsel

Percent Female = 40.0%
Percent Minority = 20.0%

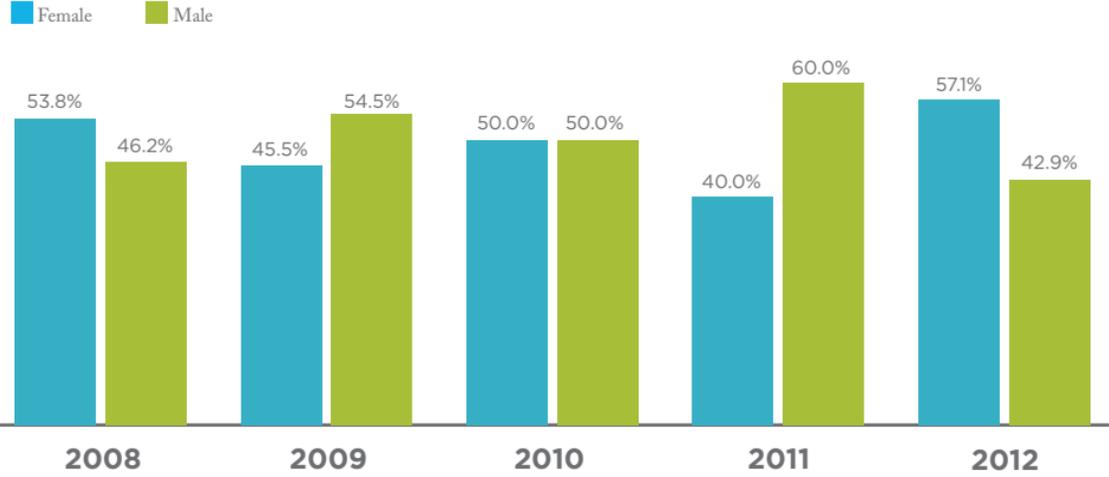
Race/Ethnicity	Female	Male	Total
African American	0	1	1
Arab American	1	0	1
Asian/Pacific Islander	0	1	1
Hispanic	2	0	2
White	7	13	20
Total	10	15	25

All Active Attorneys

Percent Female = 28.2%
Percent Minority = 8.8%

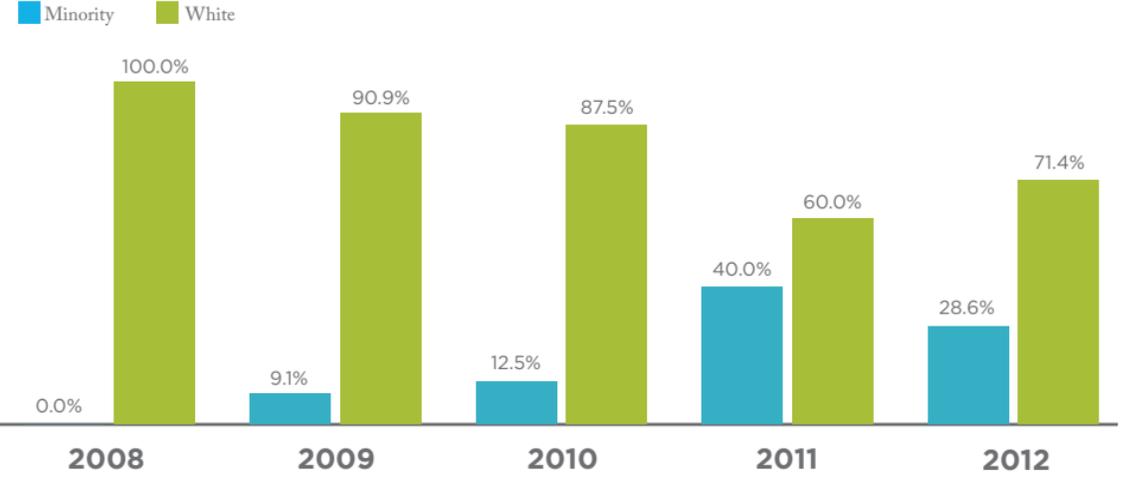
Race/Ethnicity	Female	Male	Total
African American	0	4	4
Arab American	3	1	4
Asian/Pacific Islander	3	2	5
Hispanic	2	1	3
White	43	122	165
Total	51	130	181

Associates Hired by Gender



	2008	2009	2010	2011	2012
Female	7	5	4	2	4
Male	6	6	4	3	3
Total	13	11	8	5	7

Associates Hired by Race and Ethnicity



	2008	2009	2010	2011	2012
African American	0	0	0	1	1
Asian/Pacific Islander	0	1	1	0	0
Hispanic	0	0	0	0	1
Arab American	0	0	0	1	0
White	13	10	7	3	5
Total	13	11	8	5	7



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