



Respect. Inclusion. Teamwork.
Warner Norcross & Judd 2008 Diversity and Inclusion Annual Report

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Warner Norcross & Judd strives to attract and retain a workforce that reflects the realities of today's diverse national and global communities. To achieve this, we aggressively work to recruit women and minorities to join our firm as attorneys and staff. To ensure our success, we are working to foster an inclusive culture that is based on three principles of diversity: respect, inclusion and teamwork

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To Our Clients, Prospective Clients, Colleagues and Community:



Welcome to our third Diversity and Inclusion Annual Report. We began issuing this report in 2006 as a way to communicate to the stakeholders in our firm — our clients, firm members and the communities we serve — our firm’s commitment to diversity and the progress we are making toward our goal of becoming a more inclusive organization.

Attaining that goal takes a sustained commitment. It takes planning and execution. In many ways, 2008 was a year in which we focused on execution. In the pages that follow, we will detail some of the more important steps we have taken. But before doing so, let me provide a brief summary of the initiatives we undertook in 2008.

Becoming a more inclusive organization involves more than counting the numbers of women and minority attorneys and staff. It requires us to look introspectively at our culture and policies to ensure that we are welcoming to all. This involves examining things that go to the core of our culture as an organization, as well as things that often go overlooked.

At the core, our mission is to provide superior client service and excellent legal work to our clients. We instill this in everyone who joins the firm. Our new lawyers develop the knowledge and skill needed to be effective counselors through having the opportunity to work on challenging legal matters with experienced senior attorneys who serve as teachers and mentors. For this reason, the allocation of work among associates is key to the development of women and minority attorneys.

In 2008, we implemented a system to ensure that work is allocated equitably among our associates, giving each associate the opportunity to work on projects that will provide

the experience needed to become an excellent lawyer and trusted advisor and to advance toward partnership in the firm. Our system measures each associate’s progress against benchmarks established by each practice group. This progress is monitored by our practice groups, our Director of Professional Development and our Diversity Partner. This system allows for early identification and intervention when it appears that an associate is not getting the type of work necessary to meet the benchmarks.

This year we modified our part-time policy for associates to eliminate the requirement that a part-time associate return to full-time employment for a period of two years before being considered for partnership.

We are proud that Warner was recognized as a “21st Century Innovator” by the Women Lawyers Association of Michigan and *Michigan Lawyers Weekly*. The 21st Century Innovator awards were established to recognize firms that “are leading the charge” in “finding, hiring, retaining and nurturing the best and the brightest from each new generation of young lawyers.”

Creating a culture of inclusiveness requires efforts to open minds and increase awareness. The participation of Warner attorneys and staff in the Institute for Healing Racism has helped us to better understand racism and privilege and has contributed



Mary Jo Larson



Lisa Zimmer



Jennifer Dudley



Charles Ash Jr.



Dawn Garcia Ward

greatly to the success of our effort to become a more inclusive organization. But more is necessary.

This year, our Diversity Partner, Rodney Martin, implemented a multifaceted program to increase the awareness and thoughtful discussion of diversity and inclusion. As detailed later in this Annual Report, the program has involved speakers, celebrations, museum tours and even a road rally to help us all become more culturally competent. Our innovative One Book, One Firm program encouraged everyone in the firm to read the same book to create a common experience that served as the basis for discussion. Tying it all together is *A Warner Tapestry*, a blog that Rodney writes to prompt thought and discussion.

On another front are the efforts of Steve Waterbury, the partner who oversees our art collection. Steve has added a number of works of art by women and persons of color to our collection and placed them in prominent positions in our offices. To some this may seem insignificant, but it is an important recognition that the culture of everyone in our firm is important and valued.

While we have been working internally to foster a greater inclusiveness, we have also continued our efforts to increase the number of women and persons of color in the firm. Our efforts have expanded beyond entry level associates to target experienced professionals as well.

We were pleased to have Mary Jo Larson and Lisa Zimmer join us as partners in 2008. Mary Jo and Lisa, who are in our Southfield office, bring a wealth of experience to our Employee Benefits Group. Joining them is associate Jennifer Watkins, who also concentrates her practice in employee benefits.

With the addition of Mary Jo and Lisa, and the election into the partnership of Jennifer Dudley, another Southfield-based attorney, we added three women to our partnership in 2008. In addition, in November, the partnership voted to admit Janet Ramsey and Sarah Howard — two associates in our Litigation Practice Group — to the partnership, effective January 1, 2009.

We are also pleased to have two minority attorneys with significant experience join the firm as Senior Counsel. Charles Ash Jr. is a litigator with experience in complex contract and tort litigation. He joined our firm in the Grand Rapids office. Dawn Garcia Ward joined our Holland office, where she focuses

on business law and litigation, with an emphasis on contracts, product liability, and records management systems.

Sixty-three percent of the associates hired by the firm over the past three years have been women. Over that same time period, 17.4 percent of the associates we hired have been persons of color. In 2008, 7 out of 13 associates who joined the firm were women. Unfortunately, our entering class in 2008 did not include any persons of color. We continue, however, to actively recruit minorities through job fairs, search firms, on campus recruiting, and through our involvement with the National Black Law Students Association. Through the programs described in this Annual Report, we are building a pipeline of talented persons of color who are interested in pursuing a career in the law.

Earlier this year in a talk to the firm, Paul Hillemonds, Senior Vice President of DTE Energy, told us that Michigan's long-term success in a global economy requires that the state attract the best talent from anywhere in the world. To do this, Michigan must develop a culture that unambiguously celebrates diversity. With this in mind, Warner is working with other community leaders to make Michigan a more welcoming place.

Eight attorneys and staff members joined me in attending the annual Forum sponsored by Partners for a Racism Free Community. In addition, Rodney Martin participated in the CEO Roundtable at the Summit on Racism conducted by the Lakeshore Ethnic Diversity Alliance (LEDA) in Holland, Michigan. Rodney has agreed to serve on LEDA's CEO Advisory Council. Rodney also chairs the council of the Multiracial Association of Professionals and serves on the West Michigan Chamber Coalition's Cultural Competency Advisory Council.

We hope this year's report demonstrates that our continued commitment to this effort and that diversity is top-of-mind at Warner Norcross & Judd. As we progress in this initiative, we believe our clients, staff and community will all benefit from the effort.

Douglas E. Wagner
Managing Partner

Providing The Opportunity To Succeed



Carin Ojala

Challenging, quality work assignments are essential to developing an associate's skills. That's why we designed a system to ensure that all of our associates, including women and minority attorneys, get the opportunity to work on sophisticated projects that will advance their careers.

Under our system, each associate tracks his or her assignments against a set of benchmarks designed by the associate's practice group. The benchmarks include projects as well as internal and external training that an associate must successfully complete to gain the experience, skill and knowledge necessary to progress toward partnership. Warner hires associates with the expectation that each of them will attain partner level.

THIS SYSTEM BENEFITS ALL OF OUR ASSOCIATES, AND ENSURES THAT OUR MINORITY AND FEMALE ASSOCIATES ARE GETTING THE WORK THEY NEED TO ADVANCE IN THEIR CAREERS.

Twice each year, each associate completes a benchmarking checklist and provides it to the associate's practice group and to Carin Ojala, the firm's Director of Professional Development. Each practice group then reviews the progress of its associates against the benchmarks and develops a plan to get critical projects to those who need them.

"This system benefits all of our associates," says Carin, "and ensures that our minority and female associates are getting the work they need to advance in their careers."

In addition, four times a year, Carin and Rodney Martin, the firm's Diversity Partner, review reports, broken down by attorney and practice group, detailing who is assigning work to whom in the firm. "This information gives us the ability to work with attorneys to make sure that all associates have the opportunity to succeed," says Carin.

Partnerships Create Good Fun, Great Insight

How can you tell if your diversity program is having an impact? A cultural organization in the community asking for your help with business diversity training is one good indication.

The Public Museum of Grand Rapids approached Warner Norcross & Judd late in 2007 for help in developing and prototyping diversity training for businesses and organizations. The result was a partnership with unexpected benefits for both parties.

In January, Chris Carron, Director of Research and Interpretation with the museum, spoke at a firm-wide luncheon to introduce the museum's newest permanent exhibit — “Newcomers: People of This Place.” Sponsored in part by a gift from Warner, the exhibit explores the multifaceted past and present of ethnicity and immigration in West Michigan. During his presentation, Carron provided information regarding the origins of several neighborhoods in Grand Rapids and discussed how some of those have changed over the years, while others have not. He also highlighted various pieces in the exhibit and explained their significance.



Members of the firm toured the exhibit the following month, guided by the museum staffers who created the exhibit. This “interactive” tour gave Warner employees a behind-the-scenes look at the exhibit and further explored the diverse culture of West Michigan. The exhibit raises questions such as why different immigrant groups chose to leave their native lands, how they chose to settle in Michigan, and how they dealt with pressure to assimilate into the dominant culture. Our exploration of the Newcomers exhibit led members of the firm to ask many of the same questions about their own families and to share their family stories with their colleagues (see “*Warner’s ‘Tapestry’ Is A Work Of Art*”).

The partnership with the Public Museum resulted in another exceptional event staged for Warner participants — The Grand Race Road Rally. Based on the CBS reality show “The Amazing Race,” the Grand Race pitted 11 teams against each other on a Saturday in June to see which team could solve clues and meet the challenges that introduced them to seven ethnic neighborhoods in West Michigan.

Teams raced around the city (obeying all traffic laws, of course) to get their “passports” stamped at seven sites after they had completed challenges such as learning the Swedish game of “Kubb,” finding all the ethnic businesses in the Easttown neighborhood, playing African instruments at the Bayard Gallery of Fine African American Art & Books and counting the number of roses in the mural of Our Lady of Guadalupe on Cesar Chavez Way on the southwest side of town. The winners received wooden trophies that were fashioned on vintage furniture lathes in the museum. The Museum was awarded an Institutional Achievement Award by the Michigan Museum Association for developing the program.

Who says learning about diversity can’t be fun?

Warner's 'Tapestry' Is A Work Of Art

How do you start your day at the office? Open a few e-mails? Maybe check the day's top stories on the Internet? Or just chat with colleagues about everything from last night's game to today's work schedule to tomorrow's lunch options?

At Warner Norcross & Judd, you can also start your day with a bit of diversity.

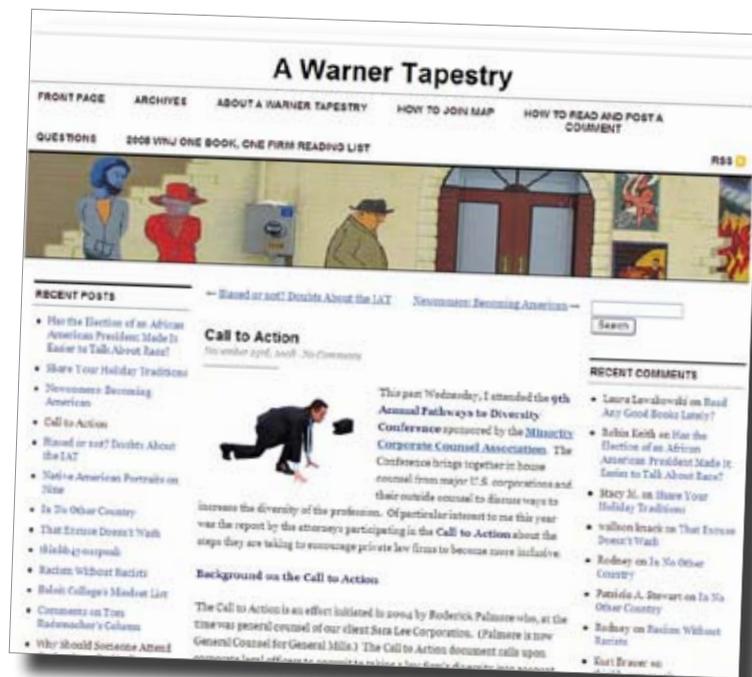
In 2008, Warner unveiled a firm-wide Intranet blog — make that blogs — that celebrate diversity both inside and outside the firm.

The first is Warner's *Diversity News*, which is a blend of stories about diversity-themed topics and events that any reader might find interesting. Included are links to stories about diversity from various newspapers, magazines and Internet pages. The site also features announcements about opportunities to hear prominent speakers on diversity and to participate in ethnic heritage festivals, diversity film festivals and other events open to the public. The page includes a list of diversity links to community resources and professional associations, as well as a blog where participants can share information and opinions.

The second blog, called *A Warner Tapestry*, is for members of the firm only. This blog is designed as an interactive spot where attorneys and staff can share information about their family history and traditions, pass along tips for good books and movies, comment on the value of diversity programs offered by the firm and generally discuss what it is that makes Warner a community.

A Warner Tapestry is moderated by the firm's Diversity Partner, Rodney Martin, who regularly posts pieces designed to encourage thought and discussion. "We want to expand our discussion to recognize that diversity encompasses all of us," says Rodney. "Each of us has his or her own heritage, experiences and perspectives. To be an inclusive firm, we must value and respect the differences in heritage, culture and perspective that each of us brings to Warner Norcross."

The site got its name from what we hoped it would become. A tapestry, of course, is made up of many threads. Each thread has its own characteristics. When the threads are woven together they form a work of art. Each thread is important and makes its own contribution to the whole.



In the spirit of inclusion, *A Warner Tapestry's* first posted question asked "How Did Your Family End Up in Michigan?" The ensuing — and lively — discussion revealed families with ties to Michigan's statehood, families that fled a plague of locusts, that walked the Trail of Tears and that survived a Communist coup.

Warner attorneys and staff have since shared their thoughts on everything from family recipes and festivals and celebrations to raising culturally competent children and the value of attending the Institute for Healing Racism.

For the firm's 2008 diversity focus on inclusion, there was no better example of success than *A Warner Tapestry*.

Let's Do Lunch: Diversity Is On The Menu

Lunch is often seen as a break from the workday, but at Warner Norcross & Judd it's also an opportunity to learn.

The firm's Lunch-and-Learn series features speakers and programs designed to stimulate discussion among employees. Many of the firm's luncheons in 2008 were geared toward the topic of diversity.

And one, in particular, got the attention of not only the firm but the community as well.

The One Firm, One Book initiative, modeled after the "one book, one community" programs around the country, challenged all firm members to read the same book, *Stealing Buddha's Dinner*, a memoir of a Vietnamese refugee whose family settled in Grand Rapids. This was followed with a firm-wide discussion of diversity and its impact at home, at work and in the community. About half of the firm's 400-plus members read the book.

Warner then invited several panelists whose families had fled Vietnam to discuss racism and diversity from their special perspective. The panelists shared their experiences of coming to America and acclimating with their families to new customs, cultures and challenges.

The program caught the eye of the featured columnist in the local daily newspaper.

"Make all the lawyer jokes you want," wrote Tom Rademacher, whose local column has appeared in *The Grand Rapids Press* for nearly two decades, "but no one was laughing much as they waded into the memoir by Vietnamese refugee Bich Minh Nguyen, who fled her homeland in 1975 and landed in Grand Rapids.

"Nguyen's accounts of trying to assimilate in a land where everyone looked, spoke and acted differently from her and her family are a bittersweet unveiling of what it's like to be a stranger in a strange land."

At another Lunch-and-Learn, firm members celebrated the Vietnamese New Year, sampling traditional foods and playing a holiday game. This was followed by a one-woman, three-act play on the myth of the "Model Minority," and plenty of discussion.

Rodney Martin, Warner's Diversity Partner, was the driving force behind the book initiative and Lunch-and-Learns. "Most people are influenced by the relatively tight social circles in which they move, whether that's at work, church, school or in community activities," he said.

"My hope is that by offering programs like this, we can help widen people's circles. We need to try to understand one another's differences so we can value people for who they are," he said.



Practice What You Preach: Firm Creates MWBE Group



Linda Paullin-Hebden

Sometimes the obvious is so, well, *obvious* that it's often overlooked.

For example, while Warner Norcross & Judd attorneys have provided legal counsel to minority- and woman-owned businesses for years, the firm did not have a formal practice group that addressed the specific and often distinctive needs of these businesses.

Until now.

Linda Paullin-Hebden, a partner in the Southfield office, is chair of the firm's Minority- and Woman-Owned Business Enterprise Practice Group MWBE and an enthusiastic supporter of a growing number of dedicated attorneys who are bringing their varied skills to this group.

Establishing a formal practice group allows the firm to concentrate resources and address the specific needs of minority- and woman-owned businesses, which often face different start-up and growth challenges than their majority counterparts.

This new practice group allows Warner to better serve not only minority- and woman-owned business clients, but the broader business community as well, said Paullin-Hebden. "Understanding and advocating for issues unique to the minority- and woman-owned business community benefits everyone involved, from the business owners themselves to government and private contractors."

Members of the group take an active role in the business community. For example, Raquel Salas, a native of the Dominican Republic and an associate in the Grand Rapids office, has used her understanding of Latin American culture to make connections in the Hispanic business community. Raquel co-chairs the Michigan Hispanic Chamber of Commerce's Public Policy Committee, serves on the board of the West Michigan

Hispanic Chamber of Commerce, and chairs the West Michigan Minority Contractors Association's advisory board.

During 2008, other Warner attorneys participated on the boards of such organizations as the Grand Rapids Urban League, Inforum, the Asian Health Outreach Foundation and the Chinese Association of West Michigan.

But the MWBE group is about more than serving only minority- and women-owned businesses. It's about helping the majority business community, too, by making the necessary connections that get the entire business community working together.

Supplier Diversity

Understanding the importance of supporting minority- and women-owned businesses, the firm introduced its own Supplier Diversity Policy for vendors. We are committed to expanding business opportunities in the communities that we serve and to having a supply chain that reflects those communities. To that end, we are seeking to expand our business relationships with diverse suppliers, including minority- and woman-owned business enterprises that share our commitment to provide the best service and value to our clients.

We maintain a database of certified minority- and woman-owned suppliers and are committed in the first year to purchase 10 percent of all our products and services from qualified diverse suppliers.

The firm's Web site also has an online supplier registration form for any companies that desire to do business with us.

Chris Dudley, a member of the General Services Department, who himself has a minority-owned business, oversees this program for the firm.

Scholarships Keep Minority Candidates In Pipeline

Warner keeps filling the pipeline.

The firm in 2008 enhanced its longstanding program designed to encourage diversity in the legal profession in Michigan by awarding an additional eight scholarships of \$1,500 each.

These scholarships enabled minority college students to attend a study course to prepare them for the Law School Admission Test. Studies show that students who take a prep course in advance of the LSAT score better on the test and have an improved chance of gaining entrance to law school.

**THE LEGAL
PROFESSION
FACES NO
GREATER
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THE CRITICAL NEED TO
DIVERSIFY ITS RANKS."**

Michael S. Greco,
President, American Bar Association

Our eight LSAT scholarships are in addition to the annual scholarships the firm has awarded for the past eight years to help minority students cover the tuition for pursuing a degree in law or paralegal studies. Those scholarships are for \$5,000 and \$2,000, respectively.

"Our new LSAT Preparation Scholarship Program is one of several programs the firm has developed to encourage minority students to pursue a career in law," said Rodney Martin, the firm's Diversity Partner. "Warner is committed to ensuring diversity within the legal profession in Michigan through this and other scholarships and outreach programs."

This year's recipients of the LSAT scholarships all attended Michigan colleges or universities, as do the winners of the two tuition scholarships. Warner believes that it is important to keep the legal profession's pipeline filled with minority students. Our scholarship programs are one way of doing that.

The firm also expanded its support of the Midwest Black Law Students Association. In 2008, MWBLSA began publishing a new scholarly journal, the Midwest Black Law Students Association Law Journal. Seeing the journal as an important new voice in the scholarly discussion of legal issues, Warner was pleased to become the exclusive presenting sponsor. Warner also again helped sponsor MWBLSA's annual Academic Retreat and Warner associate Marcus Jones participated in a panel discussion "Life After Law School."

"Through our scholarships, as well as our other outreach programs, we are working to ensure that the legal profession is open and welcoming to all," said Douglas Wagner, the firm's Managing Partner.

And The Winners Are ...

\$5,000 Law School Scholarship

Maurice Taylor

University of Michigan-Dearborn
Harvard Law School

\$2,000 Paralegal Studies Scholarship

Patricia Mata

Davenport University

\$1,500 LSAT Scholarship Winners

Tina Alonzo

Michigan State University

Jeanine Anderson

Grand Valley State University

Sierra Hill

Eastern Michigan University

Markanetta Jones

Grand Valley State University

Luis Lozano

University of Michigan

Meagan Threats

Michigan State University

Jovan Turner

Albion College

Jennifer White

Michigan State University

A Case For Good Arguments

What do lawyers do?

It's a question often asked by students when any of Warner's attorneys visit schools or speak at functions where students are present.

For a group of students at Grand Rapids Central High School, the answer is now crystal clear. Coached in 2008 by Warner attorneys Yvette Bradley, Madelaine Lane, Sarah Howard and Scott Carvo, these students participated in the Michigan Center for Civic Education's mock trial competition. Designed to give young people a firsthand look at the legal profession, the program pairs volunteer attorneys with students. Together they prepare for two trials that mark the culmination of the program. Students play the role of prosecuting attorneys in one trial and defense attorneys in the other. They also are asked to prepare as "witnesses" for both trials.



IT IS DESIGNED
TO GIVE
YOUNG PEOPLE
A FIRSTHAND LOOK
AT THE LEGAL PROFESSION.

This was the second year Warner attorneys teamed with Grand Rapids Central, an inner-city school, in a program that continues to grow. Already, Warner attorneys are coaching 30 students who are preparing to participate on Central's team in the 2009 competition. In addition, Warner has advised the Grand Rapids Bar Association Diversity Committee on how it can encourage other law firms to coach mock trial teams at other area schools.

The firm also helped to sponsor the D. Augustus Straker Bar Association's 2008 Martin Luther King Jr. Drum Major for Justice Oral Advocacy Competition for high school students in Wayne and Oakland counties. The competition promotes the improvement of written and oral communication skills by high school juniors and seniors.

The awards are secondary in these competitions. All the students who participated improved their communication and presentation skills and learned about the court system and the legal process. They also learned that preparation and research are important to any profession, not just law.

And, of course, they learned what lawyers do.

Sixth-Graders Are Essay Kings

The end of the year can be a busy time at Warner Norcross & Judd. There are projects to finish, parties to plan, gifts to buy, meals to prepare ... and essays to read. Lots and lots of essays to read.

For the past three years, the firm has conducted an annual Dr. Martin Luther King Jr. Essay Contest for all sixth-graders in Grand Rapids Public Schools. And each year around the holidays, approximately two dozen volunteer “judges” set aside their legal work and transport themselves back to sixth grade (or channel their inner teacher!) to read the essays. The winners are announced on Martin Luther King Day.

The contest encourages students to think about how Dr. King’s legacy of peace and justice applies to the world in which they live. They are given a list of essay questions from which to choose.

We work closely with the schools to develop questions that enhance the sixth grade curriculum. Many teachers use the writing contest as part of their classroom lessons, or as extra credit available to students. More than 230 sixth-graders submitted essays in 2008 and each essay had to be at least 200 words. The contest is designed to engage the students in spending time reading, thinking and writing on a topic that is meaningful to them.

Each entry is read by several Warner judges and scored according to a rubric supplied by Grand Rapids Public Schools. The recommended winners are then forwarded to a committee of three charged with making the final decisions.

A grand prize winner and first and second runner-up receive a savings bond and a gift certificate to a local bookstore. Another



21 students earned honorable mention status and also received gift certificates.

Each year, the contest winners, including honorable mentions, are acknowledged at the annual Dr. Martin Luther King Jr. Day celebrations at Grand Rapids Community College and again at a meeting of the Grand Rapids Public Schools Board of Education.

The essay contest grew out of the desire of Warner employees to find a fitting tribute to Dr. King. It provides students with an opportunity to sharpen their thinking and writing skills, and enriches the lives of the attorneys and staff members who read the essays, expanding by just a bit their own world view.

Staying Involved With Community

Our success in becoming a more inclusive organization is inextricably linked to the ability of the communities we serve to become more diverse and welcoming. That is why our firm has taken a leading role in supporting programs and organizations that encourage inclusion.

For example, Warner is a corporate member of the Multiracial Association of Professionals, an organization that helps businesses recruit and retain professionals of color and their families by helping them to become quickly connected into the community. MAP does this by hosting welcome lunches for professionals new to the area, holding early morning and evening networking events, sponsoring family outings, and maintaining an interactive online community. Rodney Martin, the firm's Diversity Partner, chairs the MAP council.

MAP annually holds a reception in West Michigan for minority interns with companies from throughout the area. At the reception, interns network with each other and with area business leaders. It's all part of connecting them to the area so they will be more inclined to make West Michigan their home following graduation.

Warner Makes Its Mark In The Community

Warner is proud to have sponsored the following efforts in 2008 to make our communities more diverse and inclusive:

D. Augustus Straker Bar Association - 15th Annual Trailblazer Dinner	Hispanic Center of West Michigan - Latin Extravaganza
D. Augustus Straker Bar Association - Martin Luther King Drum Major for Justice Oral Advocacy Competition	Holland Area Chamber of Commerce - Business Connections Recognition Luncheon
Detroit Symphony Orchestra - Minority Fellowship Program	INFORUM - Inner Circle Awards
Dr. Martin Luther King, Jr. - Celebration at Grand Rapids Community College	INFORUM - Platinum Sponsor
Grand Rapids Bar Association - Diversity Committee	Lakeshore Ethnic Diversity Alliance - Summit on Racism
Grand Rapids Chamber of Commerce - Minority Business Celebration	Midwest Black Law Students Association - Academic Conference
Grand Rapids Civic Theatre - "Raisin in the Sun"	Midwest Black Law Students Association Law Journal - Presenting Sponsor
Grand Rapids Civic Theatre - "The Piano Lesson"	Multiracial Association of Professionals - Intern Reception
Grand Rapids Community College - Diversity Learning Center	Oakland County Bar Association - Annual Diversity Dinner
Grand Rapids Community College - Diversity Lecture Series	Partners for a Racism Free Community - Eighth Annual Forum Sponsor
Grand Rapids Sister Cities Celebration	City of Grand Rapids Community Relations Commission's People of Color Collaborative
Grand Rapids Urban League - 8th Annual Martin Luther King Corporate Breakfast	Radio in Black & White
	Rosa Parks Sculpture Committee

Associates

Race	Female	Male	Total
African American	1	1	2
Asian/Pac Islander	3	3	6
Hispanic	2	1	3
White	25	30	55
Total	31	35	66
	Number	Percentage	
Females	31	47.0%	
Minorities	11	16.7%	

Partners

Race	Female	Male	Total
African American	0	0	0
Asian/Pac Islander	0	0	0
Hispanic	0	0	0
White	12	94	106
Total	12	94	106
	Number	Percentage	
Females	12	11.3%	
Minorities	0	0%	

Counsel and Senior Counsel

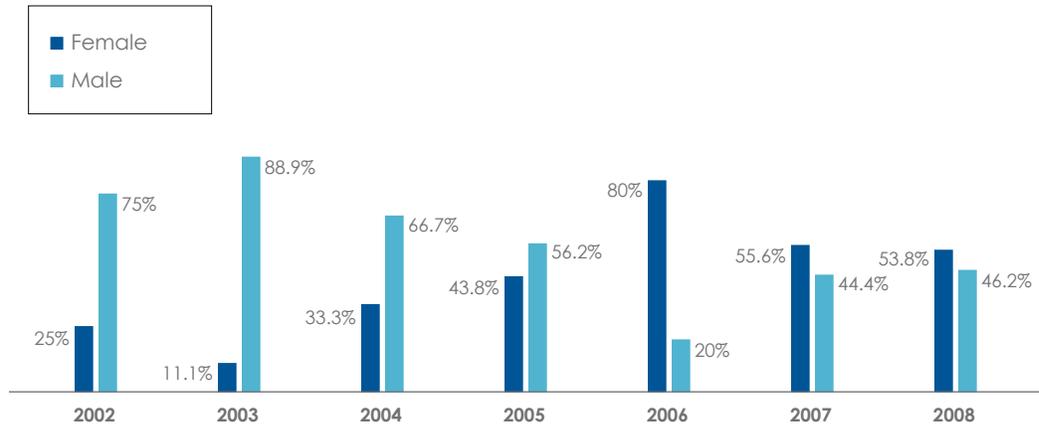
Race	Female	Male	Total
African American	0	1	1
Asian/Pac Islander	0	0	0
Hispanic	1	0	1
White	6	9	15
Total	7	10	17
	Number	Percentage	
Females	7	41.2%	
Minorities	2	11.8%	

All Attorneys

Race	Female	Male	Total
African American	1	2	3
Asian/Pac Islander	3	3	6
Hispanic	3	1	4
White	43	133	176
Total	50	139	189
	Number	Percentage	
Females	50	26.5%	
Minorities	13	6.9%	

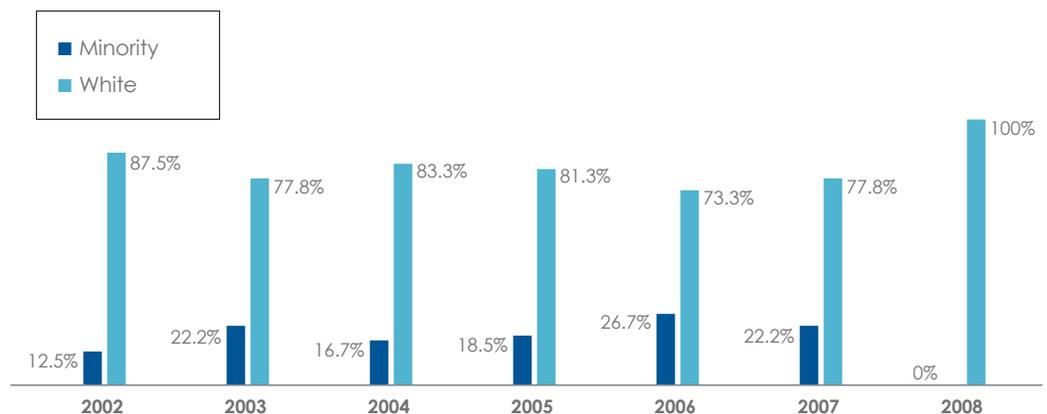
Associates Hired by Gender

	2002	2003	2004	2005	2006	2007	2008
Female	2	1	2	7	12	10	7
Male	6	8	4	9	3	8	6
Total	8	9	6	16	15	18	13



Associates Hired by Race and Ethnicity

	2002	2003	2004	2005	2006	2007	2008
Af. Amer.	0	0	1	1	1	1	0
Asian	0	2	0	1	2	2	0
White	7	7	5	13	11	14	13
Hispanic	1	0	0	1	1	1	0
Total	8	9	6	16	15	18	13





Respect. Inclusion. Teamwork.

These three principles are at the heart of our diversity program. We're committed to nurturing a diverse firm because we believe that differences in heritage, culture and gender are invaluable, giving us the broad perspective and understanding needed in today's global economy.



Warner Norcross & Judd. Broadening perspectives and understanding through diversity.

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