During 2006, Warner Norcross & Judd LLP is celebrating its 75th anniversary of providing superior legal service to clients throughout Michigan and around the world. As one of Michigan’s leading law firms, our story is interwoven with the development and success of our more than 5,000 clients.

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TO OUR CLIENTS, PROSPECTIVE ATTORNEYS AND STAFF,
AND COMMUNITY PARTNERS:

During the past 12 months, Warner Norcross & Judd LLP has reaffirmed our commitment to diversity and taken a number of steps to translate the words outlining this commitment into measurable actions.

You have in your hands one of those results – our first Diversity Annual Report, which allows us to tell key stakeholders like you why gender and racial diversity are important to our Firm and what we have done during the year to become a more diverse and inclusive organization.

As one of the largest law firms in Michigan, Warner Norcross recognizes the importance of diversity in the workplace. Becoming a more diverse and inclusive organization has been a goal of the Firm for years. As part of our 2006 Strategic Plan, we reaffirmed diversity as one of the core strategic goals of our Firm and recommitted ourselves to building a workplace that reflects the realities of today’s diverse national and international community.

We feel the differences in heritage, culture, gender and perspective that each individual brings to Warner Norcross make us better able to serve the needs of our clients. Our respect for and understanding of those differences will foster a better and more collegial environment where all members of our Firm will thrive.

Becoming a more diverse and inclusive Firm is essential to our business success because it:

- Provides us with the perspectives needed to offer a broader array of solutions to our clients’ legal problems
- Allows us to compete in an increasingly global market
- Enables us to attract and retain the best law students from top law schools
- Meets the demands of clients who expect diversity from their vendors

Over the next 15 pages, we will share with you some of the initiatives we have launched and the successes we have had during the past year. We will also share some of the stories of our attorneys and staff that underscore why we are recognized as one of America’s Greatest Places to Work with a Law Degree.

2006 Accomplishments

At the beginning of 2006, we established diversity as one of our key objectives for the year. To increase the effectiveness of our diversity initiatives and to lead our efforts to become a more inclusive workplace, we created a new position of Diversity Partner. In January 2006, the Management Committee appointed Rodney Martin to fill this pivotal role. Rodney, who also leads our Financial Services Group, is a natural leader within the Firm. As Diversity Partner, Rodney has day-to-day responsibility to champion the cause of diversity within the firm and works tirelessly to raise our awareness of its importance.
Our new Diversity Partner has worked closely with our 10-member Management Committee, our Diversity Committee and our Directors to develop and launch a comprehensive diversity effort that affects every facet of our Firm’s operations. Accomplishments include:

- **Recruiting minority and female attorneys to our senior ranks.** During the year, we were pleased to welcome to our Grand Rapids office an African-American attorney with exceptional experience as a commercial lawyer at two Fortune 500 corporations. We also recruited an accomplished woman corporate attorney to join us as a partner in our Business Practice Group in our Detroit office. Additionally, we recruited a woman with more than 20 years experience in litigation to join us in our Holland office.

- **Welcoming the first class of associates where women (80 percent) have greater representation than men (20 percent).** Additionally, 27 percent of our 2006 class of associates are members of an ethnic minority. Over the past four years, on average, nearly 48 percent of each class of new associates has been composed of females and 22 percent has been composed of members of ethnic minorities.

- **Offering a wide variety of events, workshops and presentations designed to increase awareness of diversity and conversations about inclusiveness.** One of our signature presentations this year was a one-man show by Dr. Michael Fowlin, a nationally recognized African-American actor and clinical psychologist. Blending humor and pathos in his razor-sharp delivery, Dr. Fowlin delivered his message on diversity and inclusion in the workplace to more than 380 Warner attorneys, staff, clients and community leaders. Our Firm was also pleased to sponsor two performances by Dr. Fowlin to more than 2,000 students in the Grand Rapids Public Schools. Additionally, we screened a number of movies on important racial topics and sponsored lunch-and-learn presentations.

- **Sponsoring 17 attorneys and staff members to attend a multi-day Institute for Healing Racism.** To date, 100 of our attorneys and staff have participated in an Institute. Additionally, we have engaged facilitators from the Diversity Learning Center at Grand Rapids Community College to conduct a four-part workshop on unintentional discrimination for Warner Norcross attorneys and staff.

- **Strengthening our Career Development Program by adding a new position of full-time Director of Professional Development.** Carin Ojala, formerly an attorney with our Firm, has left the practice of law to concentrate exclusively on associate retention and development.

- **Promoting active mentoring within the Firm.** Our Director of Professional Development has revamped the Firm’s mentoring program to ensure that each associate gets the guidance needed to progress in his or her career. Recognizing that mentoring is a key component in the successful practice of law, the Management Committee invited Ida Abbott to address partners and associates on mentoring and retention during our 2006 Partners Retreat in September. Ms. Abbott, a nationally recognized expert who wrote *Creating Pathways to Diversity* — *Mentoring Across Differences: A Guide to Cross-Gender and Cross-Race Mentoring* for the Minority Corporate Counsel Association, shared her insights on mentoring across racial and gender differences.
Supporting the development of a highly successful businesswomen's networking group. Warner Norcross was pleased to play a leading role in the West Michigan launch of Inforum, an established and well-respected organization in Detroit. Two of our partners serve on the West Michigan Advisory Board for the group, and 14 of our women attorneys and directors are founding members. Along with other business and community leaders, I serve on the Honorary Committee.

Making a major commitment to diversity learning in the Grand Rapids community. We made a significant multi-year gift to the Diversity Learning Center at Grand Rapids Community College to help fund its programs and to be a key sponsor of its annual Diversity Lecture Series.

Offering other financial support to community, state and media programs that focus on diversity. These include the Detroit Symphony Orchestra’s Minority Fellowship Program, annual Racial Justice Summit, Black Educational Excellence Program, State of Michigan Summit on Civil Rights, Radio in Black and White and other key initiatives.

Offering leadership support to community organizations that work to promote diversity. During the past year, one of our partners chaired the Diversity Committee of the Grand Rapids Bar Association, which spearheaded the development of a diversity brochure to encourage female and minority attorneys to consider building their careers in Grand Rapids. Another partner was active as a board member in the capital campaign to raise funds for a new headquarters for the Hispanic Center of West Michigan.

Providing scholarships to outstanding minority students who are pursuing a legal career. For the sixth consecutive year, we provided financial support to Michigan students. This year, we were pleased to provide scholarships to an African-American woman who is in her second year of law school and to an African-American woman who is completing her studies to become a paralegal.

Improving Firm-wide communication on diversity. Our Diversity Partner sends regular updates to all attorneys and staff on available programs and initiatives, highlighting opportunities to engage and participate.

While we know there is much work that lies ahead, we are pleased with the results achieved during 2006. During the coming year, we will again focus our efforts on recruitment, retention, programming and community initiatives.

As a Firm, we believe in the tremendous power of diversity. We are committed to bringing the same high level of skill and energy to our diversity efforts as we have in achieving a dominant position in our core legal markets. We are confident that we will succeed in our efforts.

Douglas E. Wagner
Managing Partner
... differences in heritage, culture, gender make us better able to serve our clients.
Our Commitment to Diversity

Warner Norcross & Judd LLP 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.

We are implementing our commitment to gender and racial diversity and to a culture of inclusiveness through firm-wide programs and initiatives. Our Diversity Committee is charged with identifying barriers to inclusion in the workplace and with developing and implementing strategies to break down those barriers. Our Diversity Committee and our Management Committee are responsible for successfully implementing diversity action steps, which are central elements of our Strategic Plan.

CREATING A MORE INCLUSIVE WORKPLACE

In 2002 Warner Norcross & Judd retained a nationally recognized diversity consultant in a year-long process in which we evaluated our Firm and its culture and developed strategies to improve diversity and become a more inclusive workplace. We have begun offering a wide variety of events, workshops and presentations to attorneys and staff alike throughout the year. Our goal with these programs is to increase awareness of the importance of diversity in the workplace and help create a climate of greater inclusiveness. We continue to implement those strategies and to evaluate the need for new initiatives.

The Firm encourages all attorneys and staff to participate in the Institute for Healing Racism. The Institutes are a two-day, intensive workshop that challenges participants to discover and confront the reality of racism in the United States. This workshop exposes biases and stereotypes of which we are often unaware. The workshop offers insights on how those misperceptions impact behaviors

The importance of mentors

When Yvette Bradley was in law school, she knew she wanted to be a successful attorney – but was pretty sure she didn’t want to be a litigator.

“I didn’t think I wanted to have the trial lawyer lifestyle – run by the docket and full of arguments and fighting,” she recalled.

That was still the case in September 2005 when she decided to join Warner Norcross. But that changed in December when Yvette was assigned to assist in a trial. Working with an experienced litigation attorney, Yvette did preliminary trial work to prepare for the case, then assisted in court. She was hooked.

That attorney, along with another female partner in the litigation group, became informal mentors to Yvette. Yvette was also paired with a formal mentor – coincidentally, another partner in the litigation group – during her first week with Warner Norcross.

She credits the Firm’s mentoring program with helping to ease the transition from law school to law practice and developing the confidence to put her skills to work.

“‘The formal mentoring process is essential to success,” Yvette explained. “You want to know that there’s someone you can talk to if you have an issue, and that the conversation will be kept confidential.

“My mentor is excellent. He’s not only extremely brilliant, he’s a nice person. I feel like he’s my friend as well as my mentor.

“I have also developed informal mentoring relationships with two women in the litigation group. That female connection is so important. I got to know one woman from my first trial, and now she gives me work and helps me with work. We have a friendship as well.

“I think both formal and informal mentors are essential, especially for women. I think I have a well-rounded group of mentors.”
and decision-making in the workplace and can contribute to an environment that is not inclusive. To date, more than 20 percent of our attorneys and staff have attended an Institute.

In addition to encouraging participation in the Institutes, the Firm has also engaged facilitators from the Diversity Learning Center at Grand Rapids Community College to conduct a four-part workshop on unintentional discrimination, entitled “Diverse Origins – Common Destinies.” Participants in this workshop discuss the origins of biases, stereotypes and assumptions. Participants address topics of diversity from its very basic definition to cross-cultural communication skills.

RECRUITING WOMEN AND MINORITY ATTORNEYS

We have embarked on a recruiting strategy designed to increase the hiring of women and minority attorneys at the partner and senior associate levels, while continuing our focus on minority candidates in all staff roles. Warner Norcross has strong relationships with minority organizations on the law school campuses where we recruit, which is important to our ongoing search for minority law school graduates and summer clerk candidates. We also participate in minority job fairs.

For the last six years, Warner Norcross has sponsored a scholarship program that annually offers scholarships to outstanding minority students who are pursuing a career as a lawyer or paralegal. To date we have awarded 11 scholarships to Michigan students. One recipient was recently recognized by Michigan Lawyers Weekly as one of the top lawyers in Michigan.

In 1991 the Firm was a founding member of the Minority Clerkship Program of the Grand Rapids Bar Association. This program places minority law students with participating firms for a summer clerkship after their first year of law school, when clerkships are difficult to obtain. The Firm has participated in the program.

“ Our clients, peers and community friends list Warner Norcross & Judd as among the very best. To retain their trust, we are committed to being a leader in the quest for diversity – in our workplace, in our profession and in the communities we serve.”
every year since its inception and has extended an offer to join the Firm as an associate to a number of people who clerked with us through this program.

Our strengthened focus on hiring women and minorities is yielding positive results. Eighty percent of our incoming class of associates in 2006 are women, the first time that women in an entering class have outnumbered men. Twenty-seven percent of our incoming class are members of an ethnic minority. Over the past four years, on average, women have made up nearly 48 percent of each entering class of associates while members of ethnic minorities have made up 22 percent of each new class. Today, 24 percent of our attorneys, both partners and associates, are female and over 6 percent are members of ethnic minorities. We are committed to continuing our success in recruiting women and minorities and increasing their number at the Firm.

**RETAINING AND ADVANCING WOMEN AND MINORITY ATTORNEYS**

The Firm has in place people, programs and policies to assure that women and minority attorneys develop successful careers with us. We are firmly committed to assisting all new associates become equity partners, if they choose to do so.

Our Career Development Program guides associates in the development of their professional skills and goals. The program includes a curriculum of more than 50 courses designed to help associate attorneys attain the knowledge and skills they need to successfully advance in the practice of law and develop rewarding careers. The Career Development courses are taught by Warner Norcross partners and associates and are supplemented by nationally known presenters.

Each of our Practice Groups is charged with creating a model career plan and providing a mentor to guide associates in their development. The Firm also employs a full-time Director of Professional Development, Carin Ojala, who joined our Firm as an attorney in 1994 and who is responsible for creating a

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**Gaining broad experience**

Following his graduation from law school at Wayne State, Homayune Ghaussi completed a two-year federal clerkship with U.S. District Judge Patrick J. Duggan. During his clerkship, Homayune decided the Grand Rapids office of Warner Norcross was where he wanted to be.

“Partly it was because of the people,” said Homayune, a native of Afghanistan and a longtime Metro Detroit resident. “Through the interview process, I realized they were my kind of people. Warner is very different from other law firms in the way the people interact and work with one another.

“The other aspect was work product. After two years at my clerkship, I saw legal briefs and motions from all the major firms in Michigan. The work product I have seen from Warner Norcross is right at the top, and there was no question that it is some of the best. I thought that it would be good for my career to work with the best.”

Homayune spent one year in the Grand Rapids office as a litigator, working on a variety of matters, including general commercial and intellectual property litigation. He made the decision to move to the Metro Detroit office in 2004.

"This has been an awesome experience," he said. "I have had the opportunity to work on large, complex matters as well as smaller cases where I have basically been in charge of the litigation process – including first chairing a jury trial."

“From what I heard from my friends’ experiences with major firms, I didn’t expect to do much substantive work during my first few years. At Warner, however, I have had client contact and court experience from the beginning."

“Working in a smaller office affords me the opportunity to handle all types of litigation and has given me tremendous experience.”
personalized career development program and establishing important formal and informal mentoring relationships for each associate. In 2006 our Director of Professional Development revamped the Firm’s mentoring program to ensure that each associate gets the guidance needed to progress in his or her career.

Our flex-time employment policy enables talented lawyers who have a strong commitment to the practice of law to balance that commitment with their commitment to family or other non-business related responsibilities. Our policy is designed to provide flex-time work opportunities that appropriately balance personal needs with the needs of our Firm and its clients and allow an associate to continue to advance toward partnership.

COMMUNITY AND LEGAL PROFESSION ACTIVITIES

As part of the Firm’s long-standing commitment to community service, Warner Norcross attorneys continue to demonstrate leadership on diversity issues in the community and in the legal profession. We believe that such active involvement not only benefits our community and profession but also helps us gain a clearer understanding of the issues of racism, sexism and prejudice that impact the communities in which we live and work. This understanding is critical to our ability to be successful in building a more inclusive organization.

Initiatives in which we have been actively involved include:

- **Multiracial Association of Professionals.** The Multiracial Association of Professionals, or MAP, is a group of professionals from all races and backgrounds who come together to promote professional growth, foster diversity and provide community leadership. Our Firm is a charter member of MAP, which is a program sponsored by the Grand Rapids Area Chamber of Commerce. By creating a strong network of diverse professionals, MAP seeks to assist organizations to welcome, retain and connect professionals from ethnic minorities and their families. Several of our attorneys are members of MAP.

**SUSIE MEYERS**

When Susie Meyers joined Warner Norcross 15 years ago, she could count the number of female attorneys on two hands – with fingers left over. She remembers raising eyebrows when she wore slacks to the office. And as a first-year partner her request to reduce her hours to accommodate the needs of her young family was among the first of its kind that the Firm considered.

“The role of women at the Firm certainly has changed,” said Susie, who is the third woman to serve on the Firm’s Management Committee. “While I got the same great work that the other attorneys around me were getting, it was different being one of a handful of women attorneys at the firm.

“Now that there are more women partners, we are in more leadership positions within the Firm. We are more visible, and, perhaps, more vocal.”

Women are also growing in numbers. Today, 24 percent of all Warner Norcross attorneys are women. For the first time in the Firm’s history, women outnumber men in the fall 2006 class of associates. Once rare, flex-time schedules like Susie’s are now more common.

“**This is a challenge for Warner Norcross and other professional service providers,**” she admits. “There are a number of women who have elected to reduce their hourly requirement to the Firm, but not their career commitment to the Firm. The Firm needs to make sure that these alternative tracks aren’t dismissed merely as a ‘mommy’ track.

“My clients and my practice group are very supportive of my schedule. It has not made a difference in any of the work I am getting, perhaps because I work hard to demonstrate that I am still fully committed to the Firm – and I am.”
Inforum. Warner Norcross is a founding member of Inforum West Michigan and a Platinum Sponsor of Inforum, a women’s networking organization originally founded as the Detroit Women’s Economic Club. The mission of Inforum is to strengthen the business climate by creating opportunities for women to lead and to succeed by fostering a diverse community of executive and professional women who share a passion for business growth and success. Two of our partners serve on the West Michigan Advisory Board of Inforum.

Hispanic Center of West Michigan. The Hispanic Center of West Michigan offers a broad array of services to the rapidly growing Hispanic members of our community, including services to assist in the formation and growth of minority-owned business enterprises. The Center offers Spanish-speaking interpreters for use when language barriers are an issue and offers its own translation services in several different languages. One of our partners sits on the Center’s Board of Directors, serves on the Development Committee and also chairs the Bylaws Committee.

Institutes for the Healing of Racism. Institutes for the Healing of Racism first began in the mid-1980s in the Houston, Texas area in response to racial incidents in that community. The Diversity Learning Center at Grand Rapids Community College, the Grand Rapids Chamber of Commerce and the Grand Rapids Area Center for Ecumenism, or GRACE, all sponsor healing racism institutes. To date 100 Warner attorneys and staff members have participated in a multi-day Institute.

Diversity Luncheons. During 2006, Warner Norcross & Judd attorneys and staff participated in the bi-monthly Diversity Allies Luncheons hosted by the Woodrick Institute for the Study of Racism and Diversity at Aquinas College. Presentations at these luncheons covered topics that help increase awareness and understanding of diversity and have included discussions of strategies for creating inclusion at all levels of an organization.

Michigan Civil Rights Commission. Valerie Simmons, a partner in our Firm, has served for eight years on the Michigan Civil Rights Commission and is the Commission’s immediate past chair.

Other Women’s Initiatives. Women attorneys at Warner Norcross & Judd have held leadership roles for more than a decade at the Women’s Resource Center and other leading women’s organizations.

“The Firm has in place people, programs and policies necessary to assure that women and minority attorneys develop successful careers with us.”
- **Community Organizations.** Our attorneys hold or have held board positions in a number of community organizations committed to diversity or to promoting minority issues, including Grandville Avenue Arts & Humanities and the Black Educational Excellence Program.

- **Mentoring Youth.** During the past academic year, two of our attorneys coached the moot court team at Grand Rapids Central High School, a school serving the inner city. This effort spawned an exciting new program in which Warner Norcross attorneys and staff members will individually mentor students at Central High during the coming school year. Twenty-five people have signed up to serve as mentors, including 12 partners, eight associates, three paralegals and two directors.

- **State Bar Associations.** Warner Norcross is a signatory to the State Bar of Michigan’s Statement of Goals for Minority Hiring and Retention, which has a goal of increasing minority attorneys by 10 percent. Our attorneys are also active members of the Wolverine Bar Association, a national association of African-American attorneys.

- **Local Bar Associations.** We are actively engaged in promoting the success of minority attorneys in our community. As mentioned earlier, we are a founding member of the Grand Rapids Bar Association’s Minority Clerkship Program. Our Partner, Valerie Simmons, is currently the President of the Floyd Skinner Bar Association, an association of African-American attorneys in Grand Rapids. She is also President-Elect of the Grand Rapids Bar Association. In addition, one of our partners, Dan Ettinger, currently chairs the Diversity Committee of the Grand Rapids Bar Association.

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**Joining the Team**

LaMont Walker has spent the past decade as in-house counsel for two Fortune 50 companies, building expertise in e-commerce law, supply chain management, international business and related technology issues. But when he began considering his next career move, he was less sure that another multi-national company would suit his needs.

“Working for a single company, I realized what I was missing. I wanted to experience a law firm environment where I can work for multiple clients. As in-house counsel, you wind up doing so many different things. I wanted to focus and build a practice that appealed to me as the next step in terms of my own development.”

“Law firms are more personal, too. When you’re building your own practice, you’re building client relationships. Those relationships are extremely important to both sides and you feel a lot more connected.”

Earlier this year, LaMont left the $56 billion company where he had worked for eight years to join Warner Norcross as senior counsel.

“Based on the interview process, I could tell that the attorneys knew what they were doing and were very experienced,” LaMont said. The interview process impressed me, and I realized that I can learn a lot from the people here – as well as come in and contribute right away.

“I attribute it to the caliber of people who are here at the firm and to the lock-step compensation system. Lock-step ensures that the Firm identifies appropriate internal resources and passes the work along to the right person. Going out and developing a book of business right away was one of my worries.

“But attorneys were giving me work from day one. People began including me in their thought processes. Everyone here is so supportive.”
FINANCIAL SUPPORT FOR DIVERSITY

In addition to the Minority Scholarship Program, during 2006 Warner Norcross & Judd provided financial support for many local and state-wide diversity programs, including:

- A long-term commitment as a major sponsor of the Diversity Learning Center at Grand Rapids Community College and the college’s annual Diversity Lecture Series
- A long-term commitment as a major sponsor of “Newcomers: The People of this Place,” a permanent exhibition on immigration and ethnicity in West Michigan at the Public Museum of Grand Rapids
- Event Underwriter of Minority Business Celebration 2006 sponsored by the Grand Rapids Area Chamber of Commerce, at which Luke Visconti, co-founder of Diversity Inc. magazine, was the keynote speaker
- The Grand Rapids Area Chamber of Commerce annual meeting, at which the keynote address was “The Business Case for Diversity”
- The Holland Area Chamber of Commerce Business Connections Recognition Luncheon
- Eighth Annual Summit on Racism sponsored by the Racial Justice Institute at the Grand Rapids Area Center for Ecumenism
- Detroit Symphony Orchestra, Minority Fellowship Program
- Black Educational Excellence Program
- Employers’ Coalition for the Healing of Racism
- Ottawa County Summit on Racism

Elizabeth Roldan has found her niche at Warner Norcross.

The New York native moved to Grand Rapids in 1996, following a number of her siblings and their spouses who wanted a better place to raise their young families. A legal secretary by training, Elizabeth began looking for work in West Michigan.

She temped at an insurance agency and then a law firm before landing an assignment at Warner Norcross. That assignment was followed by a job offer.

“It’s a wonderful work environment,” said Elizabeth, who has been with the Firm for a decade. “This is my family away from home. We all pull together.

“At some point in our lives, everyone goes through stress or a situation that calls for some kind of help or support. If you need to talk with someone or you need a helping hand, Warner is there for you. I’ve seen e-mails go around when one employee might need a little extra help, and everyone gets together to do whatever they can.”

Even after 21 years as a legal secretary, Elizabeth still feels challenged by her position – and by the increasing responsibility she has been given. She works for an attorney who practices in commercial finance and bonds and, over the past several years, she has taken on more complex assignments.

“It’s exciting,” she said. “It gives me the feeling that I’m really accomplishing something. I have high standards for myself and I try to go beyond expectations.

“I have made a lot of friends here and I really do feel like I have a second family. I just love it. I hope to be here forever.”
The Management Committee appointed Rodney Martin as the Firm’s first Diversity Partner in February 2006. Rodney believes his role is to improve communication, identify achievable goals, drive results and provide accountability.

“The opportunity to work on the Firm’s diversity initiatives on a day-to-day basis has streamlined the process and enabled us to set and achieve goals more quickly,” he said. “Our Managing Partner and Management Committee are committed to diversity and have a sense of urgency. These factors have allowed us to make rapid progress this year.

“One of the important reasons for having a Diversity Partner is accountability. I expect to be held accountable for achieving success with our diversity initiatives.”

Rodney, who chairs the Firm’s Financial Services Practice Group and is a past chair of the Recruiting Committee, has already established diversity goals for next year:

- Keep the discussion going: “During 2006, we have increased the opportunities for dialogue on diversity issues,” Rodney said. “In the coming year, we need to expand discussions with innovative programs and workshops and carry those discussions into our Firm committees and practice groups.”

- Recruit experienced minorities and women to join the Firm: “We need to reach out to experienced women and persons of color to join the Firm to strengthen the partner and senior ranks,” Rodney said.

- Focus on retention: “Our Recruiting Committee has excelled in recruiting women and minorities to join the Firm as new associates,” Rodney said. “But recruiting is only the starting point. We have to make sure that every associate has the tools, mentoring and opportunities to work on career-enhancing projects that lead to partnership. We expect to see the benefit of our new mentoring program and improved retention in the coming years.”

Accountability for Success

STAYING THE BEST

Each of our specific diversity initiatives combine to demonstrate an ongoing Firm-wide commitment to proactively increase and embrace racial, ethnic, gender, religious and cultural diversity in order to make Warner Norcross a truly excellent work environment. As the marketplace becomes increasingly global, it is imperative that our workplace reflects this diversity.

For the fourth year in a row, Warner Norcross & Judd was recognized as one of West Michigan’s 101 Best & Brightest Companies to Work For by the Michigan Business & Professional Association. We are one of only two firms in Michigan and 115 firms nationwide to be named in Kimm Walton’s book, America’s Greatest Places to Work With a Law Degree. By many measures, both financial and non-financial, we are among the very best. To stay the best, we must be a leader in diversity.

Our clients, peers and community friends list Warner Norcross & Judd as among the very best. To retain their trust, we are committed to being a leader in the quest for diversity – in our workplace, in our profession and in the communities we serve.
We are working to foster an inclusive culture that is based on three principles of diversity: respect, inclusion and teamwork.
## Demographic Profile as of November 1, 2006

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<td>Minorities</td>
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### / All Attorneys /

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<tr>
<td>Hispanic</td>
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### Associates Hired by Gender

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### Associates Hired by Race and Ethnicity

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<tr>
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</tbody>
</table>
As a Firm, we believe in the tremendous power of diversity.
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(January 2007)