

2010

Diversity & Inclusion Annual Report



A Better Partnership®



2010

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Managing Partner's Letter



Douglas E. Wagner

To our colleagues, clients and community friends:

Five years ago, Warner Norcross decided to take a different approach to our diversity and inclusion program.

Like many other law firms, we established a committee that was tasked with developing programs and initiatives that would help us foster a more inclusive and welcoming work environment. While the committee did a fine job, its results were hampered by the committee structure itself, which can be cumbersome and slow to act.

So I asked Rodney Martin, a respected partner who has served on many key firm committees and currently leads our Financial Services Group, to serve as the firm's new Diversity Partner. Our Management Committee tasked Rodney with the mission of leading our diversity initiatives, ensuring we had a broad offering of internal programs and community outreach. We empowered Rodney with the resources he needed to get the job done. Finally, we told him that we would hold him accountable for the successes – or failures – of the program.

The appointment of a Diversity Partner has been a big improvement, largely because we picked someone

with a passion for this initiative, who is in charge and, at the end of the day, accountable. Rodney's leadership has inspired the partnership and other firm members to take on the challenge of becoming a more diverse and inclusive organization.

At the culmination of his first year as Diversity Partner, Rodney recommended that the firm begin issuing an annual Diversity Report – a report card similar to the annual report that public companies deliver to their shareholders. It was bold to put our numbers and our stories out there that first year – and even bolder to continue to do so, year after year. We received many positive comments from clients, colleagues at other law firms, the media and the business community in Michigan for our programs and for this report.

It is a testament to the firm's commitment to diversity and inclusion that we prepare this report each year. And it is a testament to the creativity and effectiveness of Rodney's leadership that we have new and exciting things to talk about each year.

Accomplishments in 2010

- Recruited a diverse group of summer associates and attorneys. Our summer associate class of 13 law students included 8 women and 4 persons of color. Fifty percent of our entering class of associates is female. Over the past five years, women have comprised 50 percent of all attorneys we have hired and 13 percent have been minority attorneys.

- Voted to promote Heidi Lyons and Jennifer Watkins to the partnership on January 1, 2011. When the new year begins, 14 percent of our partners will be women, a significant improvement over five years ago when women comprised just 8 percent of the partnership.

- Sponsored 10 staff members and attorneys to attend the Institute for Healing Racism, a two-day workshop that has been instrumental in helping us to better understand how to become a more inclusive organization.

- Sponsored or supported outreach programs in the communities where we live and work, including the Mock Trial Program and the Diversity Roundtable held by the Grand Rapids Bar Association. (You will read more about these on the following pages.)

- Held a successful One Book, One Firm program – our third in this series – that evoked a lively discussion on gender and communication issues in the workplace.

- Received numerous accolades for our work on diversity and inclusion. In 2010, Warner Norcross was the first organization to attain the status of Full Diversity

Partner through an accreditation process administered by Partners for a Racism Free Community. We also received an Alfred P. Sloan Award for Workplace Excellence and Flexibility and the Racial Justice Unity Award from the Knights of Peter Claver. Additionally, we were recognized for our diversity programs by *Crain's Detroit Business*, and *Corp!Magazine* and were named one of the Top Work Places in the state by *The Detroit Free Press*.

While we have taken significant strides to make Warner Norcross a more diverse and inclusive law firm, some of our efforts have fallen short, particularly in the area of retention. Every time we hire an attorney who does not make it to partner, I consider that a failure on our part.

We have been focused on our retention initiatives and, over the years, have added policies to increase workplace flexibility, established mentoring programs and a Women's Networking Group, implemented policies on work allocation and provided alternative tracks to partnership. While it's difficult to put a finger specifically on the reasons why our retention of women and minorities has not been better, we are continuing to take steps to improve.

In 2007, we started an initiative to identify and interview for those characteristics – beyond academic success – that indicate a law student is likely to make a successful transition to practicing attorney. We began to implement behavioral-based interviewing techniques to help us in this effort. In the coming year, we will focus additional efforts on identifying those traits that are indicative of future success as a partner in the law firm, and continue to improve our recruiting techniques to better identify these traits in potential candidates.

Warner Norcross has a commitment to the success of every associate who is now part of our firm. As we attract new classes of associates and they mature and become partners, our firm will become much more diverse.

Initiatives expand pipeline

Achieving true diversity is a process that will take time for all of us in the legal profession. Only 10 percent of legal practitioners in Michigan are persons of color. We lag other professions, such as accounting (22 percent at the national level) and medicine (26 percent at the national level). We must do more. That is why our firm was among the first to sign the State Bar of Michigan's new Pledge to Achieve Diversity and Inclusion. (Again, you will read more about this later.)

Many of our firm's diversity and inclusion initiatives this year focused on expanding the pipeline of minority candidates interested in pursuing a legal career. Our efforts reach all the way down to the elementary school level, where 15 attorneys and staff participate in Schools

of Hope, which provides in-school reading tutors to help struggling students read at or beyond their grade level. The firm continues to conduct its annual essay contest for sixth graders in the Grand Rapids Public Schools that honors the work and vision of Dr. Martin Luther King, Jr. We also sponsor career days to promote the legal profession in Grand Rapids Public high schools.

Warner Norcross has awarded more than \$100,000 to support scholarship programs that encourage minority students to pursue a career in the law. This year we renewed our commitment to the Grand Rapids Bar Association Minority Clerkship Program, which we helped form in 1991. The program continues to be an important means of attracting minority lawyers to West Michigan. We also have contributed to the effort by Judge Victoria Roberts and the Wolverine Bar Association to fund 15 judicial internships in the Federal Court for the Eastern District of Michigan.

Our desire is to expand the number of students of color and the number of women who consider and then pursue a career in the law. Our firm, our communities and our profession all stand to benefit greatly.

The changing demographics of our country and the opportunities to compete in a global economy require our profession and our firm to become more diverse. It is not enough, however, to tout the growth in female partners or the hiring of attorneys of color. The challenge is to be a truly inclusive organization where all of our attorneys and employees enjoy the respect of their colleagues so they can achieve their full potential as members of our firm. That is our goal. If we can achieve that – and we will – our firm will continue to thrive and to work together to provide exceptional service and practical legal solutions to our clients.

Best Regards,



Douglas E. Wagner
Managing Partner

Rodney Martin talks with Barbara Welch at the Jack and Jill installation ceremony.





Warner Norcross attorney and City High alum Madelaine Lane says the Mock Trial program encouraged her to study law.

Mock Trial Class Inspires Future Attorneys

Two or three mornings each week, Kara Faasen arrives at City High School at 7:30 a.m., just as the sun is about to rise. For the next hour, she will run through drills and role-playing exercises that hone her skills in critical thinking, problem solving and public speaking – all skills that will be handy when she attends law school.

Faasen is one of 32 students enrolled in the Mock Trial Class taught by litigators from Warner Norcross. Fifteen attorneys have volunteered their time and talent to coach the students, who will demonstrate what they have learned on Saturday, March 5, during a statewide mock trial competition.

The class focuses on the skills needed to be successful in a courtroom setting. The students have been studying opening and closing statements, direct cross examinations, story theme development and all the myriad other issues involved in courtroom litigation – which their teacher, Chad Miller, says is helping to develop other critical classroom skills.

“The good thing about this class is that it teaches our students to be

able to think on their feet,” Miller explained. “They need to be able to read, take the important details, think critically about a topic and then be able to develop an argument and express themselves both verbally and in writing.

“Warner Norcross has played a huge role in the success of this course. They have 14 or 15 different attorneys who are volunteering their time – they have gone way above and beyond.”

For Warner attorney Madelaine Lane, the decision to volunteer her time was deeply personal – she participated in the Mock Trial Program while she was a student at City High.

“When I was in high school, it was important for me to have the learning experiences that I did through programs like Mock Trial,” said Lane, who now co-chairs the program at Warner. “I appreciate the opportunity to bring that back to my alma mater and to give current students the same experiences that I had.

“I knew I wanted to be a lawyer from the time I was in kindergarten. The Mock Trial program gave me the presentation and critical thinking

skills that I would need to be successful in law school. These are universal assets and exactly the same skills needed whether you want to be a doctor, accountant, composer or whatever career path the students decide to take.”

For Sarah Riley Howard, a partner at Warner Norcross and co-chair of the program, the attorneys benefit as much – if not more – than the students. Warner has sponsored a mock trial class within the Grand Rapids Public School system for the past four years.

“It’s important to be involved in the community,” Howard explained. “This is great outreach to minority communities and others who are from under-represented groups to encourage them to think about the legal profession. We would like to see our best and brightest engage in professional careers.

“Our attorneys, particularly our young litigators, benefit through the constant reinforcement of the skills they need in the classroom. The program is also fun. All of us who participate really enjoy it.”

One Book, One Firm Program Highlights Women in Workplace

Priority Health was in the process of reinvigorating its diversity initiatives when Deborah Phillips got a request to lead the One Book, One Firm discussion this year at Warner Norcross.

Her answer was an immediate – and resounding – yes.

Now in its third year, this popular program encourages everyone at Warner Norcross to read the same book in order to create a common experience that serves as the basis of a firm-wide discussion. Diversity Partner Rodney Martin selected “The Female Vision: Women’s Real Power at Work” as the 2010 reading selection – and as he has done since the program’s inception, engaged a discussion leader external to the firm to participate.

“I am fascinated by the Warner Norcross commitment to diversity,” explained Phillips, the Chief Administrative Officer for Michigan’s second-largest health insurer. “What I have always been most impressed with is that the firm looks at diversity beyond race and gender – it is a very balanced approach which we use at Priority Health as well.

“It’s not a question of whether an organization has enough women, but in understanding how women’s vision is different. In selecting this book, Rodney was creating an opportunity to create a dialogue.”

Phillips acknowledged that she did not philosophically agree with all the points made by authors Sally Helgesen and Julie Johnson. But the book resonated with her and, in some significant ways, gave her the language to express what it was like to be a woman leader at the table.

Through a combination of research and anecdotes, “The Female Vision” analyzes the fundamental differences between how men and women operate within companies. The authors call attention to these different approaches in an effort to underscore the opportunities inherent in listening to – and valuing – the unique voice that women have.

“When women leave the so-called rat race, it’s not because they are giving up or can’t handle the stress,” said Phillips, who was

joined by Nicole McConnell, Priority Health’s Human Resource Director, to lead the lunch-and-learn discussion. “Sadly, these women conclude that they can’t be heard, and then they give up too quickly. In some ways, the book had to shock readers to get their attention.”

More than three-dozen Warner Norcross attorneys and staff attended the program – including one man who admitted he didn’t read the book but attended because he was interested.

“I appreciate that honesty and the fact that they came because they wanted to hear what was being said,” explained Phillips, who has purchased and handed out several copies of the book to friends and colleagues. “Any way you can create a dialogue to get people to express a point of view is valuable.

“I have a lot of respect for any organization willing to listen and to change its perspective.”

Priority Health’s Deborah Phillips (l) and Nicole McConnell led the One Book, One Firm discussion.



Bar Focuses on Diversity, Flexibility During Roundtable



Attorney Ann Cooper co-chaired the GRBA Diversity Roundtable.

As a longtime civil rights attorney in Grand Rapids, Ann Cooper is passionate about diversity. She has spent more than a decade on the Diversity Committee of the Grand Rapids Bar Association, working with her colleagues in public and private practice to ensure that West Michigan is open and welcoming to women and minorities in the legal profession. She appreciates the candor and direct approach that Warner Norcross Diversity Partner Rodney Martin takes when it comes to talking about diversity.

“During a speech to accept an award on behalf of Warner Norcross, Rodney said that we had to recognize at the outset that we were talking about racism,” said Cooper, of counsel with the firm she co-founded, Drew, Cooper & Anding. “I am always surprised and delighted when there are white males who can recognize what’s going on, accept it and deal with it.

“Rodney is not trying to rationalize things; he’s not trying to hide behind things. He is up front and pleasant. That’s important because it allows people to hear and accept what he and Warner Norcross have to say about diversity and inclusion.”

Cooper, Martin and event co-chair Kris VandenBerg were among the architects of the Grand Rapids Bar Association’s Diversity Roundtable last spring. More than a year in planning, the Diversity Roundtable brought two national speakers – Robert J. Grey, Jr., former American Bar Association President, and Cynthia Thomas Calvert, Director of Research for the Project for Attorney Retention – to Grand Rapids to lead a discussion on the retention of female and diverse attorneys.

More than 160 attorneys from West Michigan attended the half-day presentation, which explored the importance of flexibility in attracting and retaining women attorneys and attorneys of color. In-house counsel from three large companies – Whirlpool, Steelcase and Kellogg – joined in, commenting on the business case for diversity and highlighting the economic benefits that diverse organizations enjoy.

“This issue is critical to our profession as a whole,” Cooper explained. “We practice better if we have involvement of all kinds of people who will bring creativity and connections to various communities. We received many positive comments on this program.”

Diverse teams are incredibly powerful in achieving extraordinary results. We engage firms that understand what it takes to meet Whirlpools’ needs as a consumer of legal services, and it just so happens that the firms that do that best are the firms that have paid attention to diversity and that have diverse teams.

-- Dan Hopp, Whirlpool General Counsel

Grand Rapids Welcomes Jack and Jill

African-American mothers gathered to celebrate the establishment of a Jack and Jill chapter in Grand Rapids.



Barbara Welch knows that Jack and Jill of America, Inc. offers wonderful programming, great networking opportunities and leadership opportunities to African-American children and their families who participate. She also knows that the 225+ communities in 35 states that are home to a chapter derive tremendous benefits, too.

These are the reasons Barbara wanted to see a Jack and Jill chapter in Grand Rapids. In January 2008, Barbara partnered with co-founder Delvenia Beason to accomplish this effort. In November 2010, 16 West Michigan mothers became charter members of the Greater Grand Rapids Chapter of Jack and Jill of America.

Formed in 1938, Jack and Jill has grown to become the nation's largest African-American family organization. The founding mothers hoped to provide cultural and educational opportunities that were not afforded to their children in those days.

Today, the organization is still run by mothers, but focuses on nurturing

future leaders in the African-American community by providing children ages 2-19 with programming, community service, legislative advocacy and philanthropic opportunities.

"Jack and Jill is a great recruiting tool for organizations looking to attract African-American employees to the community," explained Welch, one of the founders of the Grand Rapids chapter that launched in the fall. "This is a way for those families to be able to connect, to have an immediate affinity.

"For families coming from major cities that are looking to move to the Grand Rapids area for a professional opportunity, Jack and Jill is a well-known and respected organization and a great resource."

Warner Norcross Diversity Partner Rodney Martin agrees wholeheartedly. When he first learned of the effort to start a chapter of Jack and Jill three years ago, Rodney immediately recognized the important place it would hold in the community.

"When Rodney learned about our

effort, he got Warner Norcross involved with us from the onset," Barbara Welch explained. "He learned of the initiative to establish a chapter in Grand Rapids early on and was immediately supportive. He got it right away, which was encouraging to us.

"Once other leaders in the community understand the organization, they immediately see the benefit to be able to attract and retain talent. Rodney has been one of our greatest fans, instrumental in encouraging members to join and providing financial support through Warner Norcross for our Black Family Day program."

Children in the new Grand Rapids chapter have already participated in numerous community initiatives, including packing sack supper for Kids' Food Basket, preparing hygiene packages for a children's home in Haiti and volunteering to cook breakfast for families staying at Ronald McDonald House. Plans for a college and career day are already in the works for 2011.

Rodney Martin was asked by Jack and Jill to speak during the November installation ceremony for the Grand Rapids Chapter. His comments included, in part:

What you have accomplished in bringing Jack and Jill to Grand Rapids, our community will be better able to retain our African-American youth and better able to attract more African-American families to choose Grand Rapids as their home. And that is a contribution that will continue on for years to come.

--Rodney Martin, Warner Norcross Diversity

LSAT Scholarships Make Law School More Accessible



Jeanine Anderson says her LSAT Scholarship from Warner Norcross enabled her to enter law school.

Jeanine Anderson grew up on the South Side of Chicago. Everywhere she looked she saw poverty and violence. But she also saw tremendous need and knew she could do something about it. That vision prompted her decision to go to law school.

"I always wanted to save the world," says Anderson, now in her second year at the University of Wisconsin Law School. "Getting a law degree is one small way of being able to help my corner of the world."

She credits Warner Norcross and its Law School Admissions Test Preparation Scholarship as crucial stepping stones on her path to a law degree. After finishing high school "out of my neighborhood" in Chicago, Anderson found herself studying political science "on a fluke" at Grand Valley State University.

She admits that the air of privilege she felt in Allendale initially rubbed her the wrong way, and she had a chip on her shoulder for much of her freshman year. But after

meeting a lot of amazing people, she found a comfortable niche for herself on campus, joining the Black Student Union and Student Senate.

"A lot of people may be willing to write you off," she notes. "But I found professors who said, 'I believe in you.' It felt nice to have someone believe in me, and I have worked hard since then."

One of those professors became a mentor and passed along the LSAT scholarship information to Anderson. Now in its fourth year, the Warner Norcross program provides scholarships to enable selected minority students at Michigan colleges to attend a study course designed to prepare them to take the LSAT.

"Getting that scholarship was a game changer – a life saver," acknowledges Anderson, who is one of the first in her family to finish college. "I was able to do a really good program at no cost to me. I was trying to look at cheaper programs, but I couldn't find one. I still tell everyone I know about the awesome opportunity that

Warner Norcross gave me."

Anderson is still trying to figure out what kind of law she intends to practice when she graduates. She is currently in a clinical program at Wisconsin working on legal issues for people who are in prison or on parole.

"I'm being pushed in the direction of the criminal justice system," she says. "That might be where I can do the most good – and you can't fight what you're supposed to do."

"I expect to go a lot of different places in my career. I love Michigan and am going to try and make that one of the places I work in the next 60 years."

About the LSAT Scholarship

Since its inception, the LSAT Scholarship Program has provided funds to 22 minority students aiming to attend law school. Studies have shown that students who take a formal LSAT prep course score higher on the test, which determines entrance into law school.

Warner Partner Assists Women-Owned Businesses Grow in Michigan

Growing up as a corporate attorney, Linda Paullin-Hebden has seen a lot of disparity in the treatment of entrepreneurs based on their gender. She knows firsthand that it can be much more difficult for women with a great business idea to secure a bank loan or attract investors. It can even be difficult to find an attorney. She remembers an early conversation with a now longtime client and female business owner who complained that she went to a male attorney who treated her as if she didn't know what she was talking about.

"About 10 years ago, I was talking with some women in Detroit and said that we should start a fund," recalled Paullin-Hebden, a partner in the Southfield office of Warner Norcross. "Few venture funds or angels invest in women-owned businesses, which has always been a big issue for me."

The seeds of that conversation grew, developing along two tracks. First, Carolyn Cassin, Executive Director of the Michigan Women's Foundation, recently initiated the process to develop a small fund that would allow the foundation to make loans to really early-stage women-owned businesses that wouldn't be attractive to true angel or investor money. As an organization committed to economic justice for women, this loan fund will be a perfect fit.

About the same time, Cassin met Lauren Flanagan, who was running the Phenomenelle Angels Fund in Wisconsin, which provides early-stage financing to women owned or led businesses in Wisconsin and throughout the Midwest. Flanagan is originally from West Michigan, and the pair decided to form a similar angel fund in Michigan.

With legal help from Paullin-Hebden, Cassin and Flanagan launched Belle Capital in November. Currently in fundraising mode, their focus is to invest in early-stage women-owned or women-led businesses in clean technology, information technology, advanced automotive and other areas. The focus of the investments will be in Michigan and other underserved geographic markets. Paullin-Hebden and Warner Norcross will continue to serve as legal counsel to Belle Capital and will represent the fund in its investments.

"This fund is essential, not only for giving women entrepreneurs the opportunity to grow and succeed, but for helping women become investors in other women," Cassin said. "I believe that we, as women, have focused our investments in other areas and not often had the courage – or the opportunity – to invest in women-owned or women-led businesses.

"Linda has been part of the driving force behind Belle Capital. Without her excitement and energy, not to mention her legal acumen, we would not have been able to

get this fund off the ground."

Paullin-Hebden knows that women investing in women help those businesses succeed. She works with many women-owned or women-led companies in her practice. She points to Michelle's Miracles, a Traverse City nutraceutical company led by Michelle White. Michelle's Miracles received funding from Phenomenelle Angels and will likely seek an investment from Belle Capital's fund. Michelle's Miracles was recently approved for its first bank loan after several years in operation.

"Getting a bank loan is significant for a company like Michelle's Miracles and reflects the kind of progress we like to see in these types of companies," Paullin-Hebden explained. "Early investors fund the initial growth, nurturing the company to a point that the company can sustain operations through traditional bank financing." Michelle's Miracles will likely seek additional venture financing so they can expand the business and embark on a major national marketing campaign. "It's so exciting to see a business run by women get that same kind of financial support that has traditionally been reserved for male-owned businesses."



Warner Norcross attorney Linda Paullin-Hebden is focused on helping women-owned and women-led businesses.



Dawn Garcia Ward says that Warner Norcross encourages attorneys to get involved in the community.

Warner Encourages Community Involvement

For Dawn Garcia Ward, joining Warner Norcross opened a window to the Holland community where she lives and works. Originally from New Mexico, her volunteerism was limited to church and neighborhood activities before she joined the law firm in 2008. She quickly became involved in several West Michigan organizations and now serves on the boards of the Holland Hospital, the Hispanic Center of West Michigan and the Holland Historical Trust.

"The best way to know what's going on in the community is to be actively involved and have an insider's perspective," Ward notes. "Once you have knowledge, you can engage and make the changes that benefit the whole community.

"Warner does a great job of

allowing for these types of commitments. The firm doesn't see community involvement as taking away from billable hours but as enhancing our understanding of community needs so that we can better serve the people we live and work alongside.

Leslie Brown agrees. As vice chair of the Holland Hospital Board and chair of the Outreach Committee, she has had a chance to work closely with Ward for almost two years.

"Dawn is what we hope every board member will be – a community voice to ensure that the hospital is focused on meeting the needs of our community," Brown explains. "For our board, we try and have a true representation of the people who use the services at the hospital.

"Diversity is important to us. We strive to have our board members be diverse in many ways – in terms of ethnicity, gender, the companies they represent, even the townships and cities where they live."

Ward sees tremendous benefits from her board commitments – for herself, the law firm and her family and friends, too. Along with her husband, Brad, she has taken classes at the hospital on childbirth. She has also spent time sitting with friends after surgery.

"Knowing that I have a part in their quality, that I have an inside ear as to how things are going at the hospital, is important to me," she says. "It's important to represent the community so that we all have a voice."

Warner Among First Law Firms to Commit to State Bar Diversity Pledge

Warner Norcross again took the lead among law firms in the state as one of the first signatories to the State Bar of Michigan's new Pledge to Achieve Diversity and Inclusion.

The pledge notes that "diversity and inclusion are core values of the legal profession" that "require a sustained commitment" to achieve. The pledge says that law schools, law firms, judges, bar associations and others in the legal profession "must cooperatively work together" to achieve diversity and inclusion in the "education, hiring, retention and promotion of Michigan's attorneys."

Diversity Partner Rodney Martin spoke at a workshop where the State Bar introduced an initial draft of the pledge. Warner Norcross, along with other law firms, provided comment and feedback to shape the final pledge.

In December, State Bar President W. Anthony Jenkins appointed Martin to serve on the State Bar's new Executive Council of the Presidential Diversity and Inclusion Advisory Group. The Advisory Group will help the State Bar Commissioners establish a program to implement the Pledge for Diversity and Inclusion.

Diversity Partner Rodney Martin is proud that Warner Norcross is among the first law firms to sign the State Bar Diversity Pledge.



Demographic Profile as of December 31, 2010

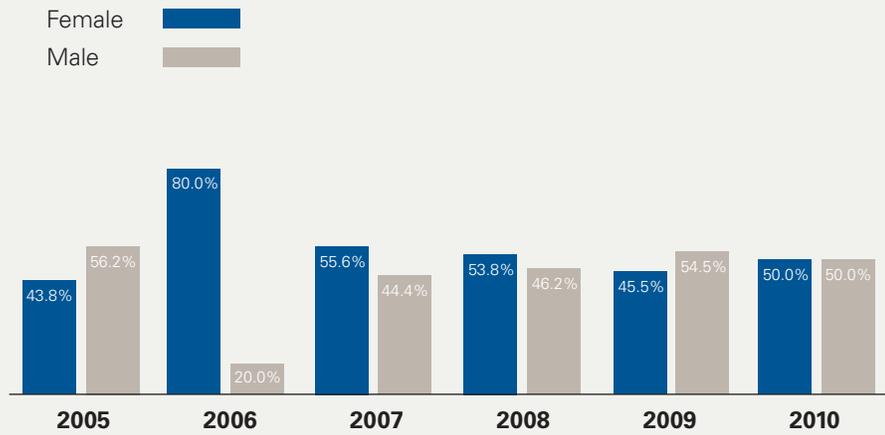
Associates	Race/Ethnicity	Female	Male	Total
	African American	0	1	1
	Asian/Pac Islander	3	2	5
	Hispanic	1	0	1
	White	23	34	57
	Total	27	37	64
Percent Female 42.2%				
Percent Minority 10.9%				

Partners	Race/Ethnicity	Female	Male	Total
	African American	0	1	1
	Asian/Pac Islander	0	1	1
	Hispanic	0	0	0
	White	15	91	106
	Total	15	93	108
Percent Female 13.9%				
Percent Minority 1.9%				

Counsel and Senior Counsel	Race/Ethnicity	Female	Male	Total
	African American	0	0	0
	Asian/Pac Islander	0	0	0
	Hispanic	1	0	1
	White	7	11	18
	Total	8	11	19
Percent Female 42.1%				
Percent Minority 5.3%				

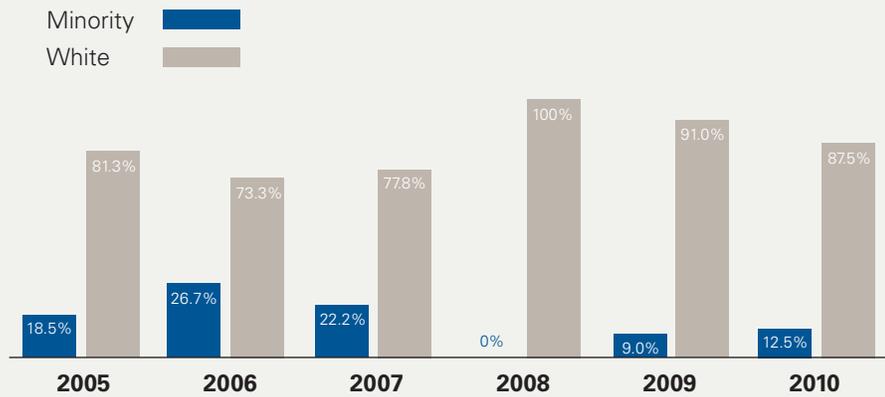
All Attorneys	Race/Ethnicity	Female	Male	Total
	African American	0	2	2
	Asian/Pac Islander	3	3	6
	Hispanic	2	0	2
	White	45	136	181
	Total	50	141	191
Percent Female 26.2%				
Percent Minority 5.2%				

Associates Hired by Gender



	2005	2006	2007	2008	2009	2010
Female	7	12	10	7	5	4
Male	9	3	8	6	6	4
Total	16	15	18	13	11	8

Associates Hired by Race and Ethnicity



	2005	2006	2007	2008	2009	2010
Af. Amer.	1	1	1	0	0	0
Asian	1	2	2	0	1	1
White	13	11	14	13	10	7
Hispanic	1	1	1	0	0	0
Total	16	15	18	13	11	8



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