



TURNING INTROSPECTION INTO ACTION

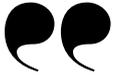
Annual Report 2020



Diversity, Equity + Inclusion in Action



15



*Injustice
anywhere
is a threat
to justice
everywhere.*



– Dr. Martin Luther King Jr.





The words of MLK at left are from an open letter written in 1963, but the words resonate as strongly today. Though nearly 60 years have passed, events of the past year remind us that there is much work left to do.

Hear our voices. At Warner, we are driven to enact positive change rather than stand by and wait for it to happen. Doing the right thing isn't just what we believe – it's at the very core of who we are.



– Carin Ojala
 Director of Recruiting + Professional Development;
 Diversity, Equity + Inclusion Action Committee (DEIAC);
 Organizational Processes Subcommittee Member

Contents

INTRODUCTION	
From Our Managing Partner	4
INITIATIVES	
Statement on Racism + Social Justice	6
Warner Town Halls	8
Diversity, Equity + Inclusion Action Subcommittees	10
COMMUNITY OUTREACH	
Engagement, Volunteerism + Philanthropy	12
BY THE NUMBERS	
How We Are Doing	14



NOW MORE THAN EVER

To our clients, community partners and friends:

Warner has long been committed to fostering and achieving a more diverse, equitable and inclusive workplace. Given the tumultuous events of the past year, our commitment to that goal has been strengthened. It is more important than ever to do the right thing.

Now in our 15th year of publishing our annual report, we can look back and see that we have accomplished a great deal, but there is still so much more to do. This previous year has been a year of introspection for many of us. As we navigated the global pandemic, it became glaringly obvious that disparate outcomes were exacerbated by racism, socioeconomic inequities and environmental factors.

Talk is cheap, and Warner recognizes that we must focus our immediate attention on actionable items to promote inclusion and equitable outcomes within the firm. Our first priority is to provide a safe workplace for people of all races, ethnicities, ages, genders, religious or non-religious identities, sexual orientations and socioeconomic circumstances.



**As stated in our
"Statement on Racism
and Social Justice"
in June 2020, we have
four key action items
that drive us:**

1 / Education

This year, we provided mandatory diversity, equity and inclusion training for every firm member. We also encouraged and provided firm members with opportunities to participate in external trainings to eliminate bias, expand cultural competency and enhance understanding about important issues related to equity and inclusion. We continue to hold a bimonthly diversity book club discussion group and have expanded our employee resource groups.

2 / Talent

Warner implemented a new hiring policy to enhance the diversity of our candidate pools. Going forward, 30% of the candidates we consider for open attorney and staff positions each year will come from populations that are currently underrepresented in our firm. We look forward to sharing our progress under this new initiative in next year's report.

3 / Time

Aside from the countless hours our attorneys serve on community boards and committees, the firm provided more than 2,000 hours of pro bono legal support to low-income individuals and organizations serving low-income individuals. We also added internal resources to broaden the opportunities available for our attorneys to support nonprofit organizations specifically within the area of social justice.

4 / Resources

We have established new guidelines for our charitable giving to focus on events and organizations that support marginalized individuals or groups in the areas of talent pipeline initiatives, economic development opportunities and community education.



Many of these initiatives trace their origin to our Diversity Equity + Inclusion Action Committee. Introduced in 2019, this committee continues to be active in the creation and implementation of the firm's DEI Action Plan — a set of deliverable tasks and goals to ensure equitable outcomes and advance Warner's culture of inclusion. We are thankful for the committee's hard work and leadership in this area.

One of the biggest impacts this past year has been the holding of firmwide quarterly DEI Town Halls. These open forums, where we explore complex and sometimes painful topics related to social justice and equity, have really engaged people within the firm. Through hearing one another's stories, we have been able to learn from the varied perspectives of our colleagues, grow in empathy and ultimately deepen our firm's commitment to inclusion. We are better for it.

This past year, in working with the Grand Rapids Public Schools' Office of Equity and Inclusion, we restructured our annual Dr. Martin Luther King Jr. Essay Contest to foster more inclusivity and belonging among GRPS' sixth-grade participants. Broadening the source of inspiration beyond Dr. King to any racial social justice activist or initiative, the contest was renamed the Dr. Martin Luther King Jr. Social Justice Legacy Contest. The contest now also allows entries to be submitted in any creative format students wish. You can read more about this change and the outcomes on page 13.

Despite the challenges and uncertainties of 2020, the firm did not waver in our philanthropic giving to our communities. In fact, we were able to increase funding to assist in immediate COVID-19 relief efforts, flood relief in the devastated Midland County and surrounding areas, and social justice work. Page 12 includes more information around our investment in these areas as well as additional community and scholarship support.



Our first priority is to provide a safe workplace for people of all races, ethnicities, ages, genders, religious or non-religious identities, sexual orientations and socioeconomic circumstances.



Thank you for reading our 2020 Diversity, Equity + Inclusion Annual Report. Warner is committed to creating a more diverse workplace, and we look forward to working with you, our friends, community partners and clients in creating more inclusive communities in all of the places we live and work. If you have any questions or suggestions about our DEI efforts, please feel free to give me a call.

Best regards,

Douglas A. Dozeman
Managing Partner
616.752.2148

ONE YEAR LATER

Warner published and shared a "Statement on Racism and Social Justice" in June 2020 after the murders of George Floyd, Ahmaud Arbery and Breonna Taylor. There is no "making sense" of these losses. There is only action to be taken.

As a firm, we put pen to paper and outlined four key areas of action that we could and would take to become a more diverse, equitable and inclusive environment for people of all races, ethnicities, ages, genders, religious or non-religious identities, sexual orientations and socioeconomic circumstances. Although this statement was written a year ago, we have followed through on every point. However, we are still pushing to do more.

The Asian community has suffered attacks, discrimination against the LGBTQIA+

community and disabled individuals is ever present, and Black lives are still being taken. Our voices need to rise higher and we need to do more to break the cycles of the past.

The next page is our original "Statement on Racism and Social Justice." This statement remains true and our commitment has grown. We encourage you to keep reading this year's report to learn about specific action items listed and our consistent approach to stomping out racism and discrimination within our firm and beyond.



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Warner's Statement on Racism and Social Justice



June 2020

George Floyd. Ahmaud Arbery. Breonna Taylor. We say their names with heartbreak and outrage knowing that yet another life has been lost to racism and social injustice. We believe that all lives cannot matter until Black lives matter.

At Warner, we pride ourselves on being "A Better Partnership." This partnership extends beyond our work family and clients into our communities, including communities of color. We join in the grief when a community suffers a senseless loss.

As a law firm, we know that words are important. But action is critical. We believe that enough is enough, and we are determined to do better.

While the ugly events we have witnessed could lead us to despair, we have instead chosen to respond with action by assessing ourselves internally and doubling down on our diversity, equity and inclusion efforts.

As part of our ongoing commitment to these efforts, Warner commits to the following prompt actions for our members and our communities:

1 / Education We are expanding our diversity, equity and inclusion training for all current and future firm members. We will host regular meetings which allow firm members to share their thoughts and activities related to current events and issues.

2 / Talent We are integrating diversity, equity and inclusion into our annual performance evaluations, revising our policies aimed at increasing the number of applicants and hires from underrepresented groups and identifying candidates for current and future internal leadership positions from underrepresented groups.

3 / Time We are seeking out additional community leadership positions, attorney pro bono representations and volunteering initiatives to support marginalized communities.

4 / Resources We will make an immediate financial contribution to the Equal Justice Initiative, supporting the organization's efforts on criminal justice reform, challenges to racial and economic injustice, and protection of basic human rights for the most vulnerable people in American society.

We stand in solidarity with our firm members and communities. We promise to foster a sense of belonging and camaraderie so all of our firm members can come to work as their authentic selves, empowered and free from fear.

Warner's Diversity, Equity + Inclusion Action Committee is a 26-member cross section of the entire firm that regularly meets to determine how to best support our communities and improve our internal culture. We promise to continually evaluate and reevaluate how we can make an impact in these areas. We are eager for continued conversation and action.

Signed,

Warner Norcross + Judd Management Committee

Doug Dozeman / Edward Bardelli / Bruce Clearing Sky Christensen / Sean Cook / Amanda Fielder / Brian Lang / Jonathan Lauderbach / Heidi Lyon / Linda Paullin-Hebden / Justin Stemple / Mark Wassink

Warner Norcross + Judd Diversity, Equity + Inclusion Action Committee

Charles Ash Jr. / Valerie Butler / Cheryl Coutchie / Doug Dozeman / Roquia Draper / Courtney Failer / Monique Field-Foster / Marilee Fisher / Jana Hoeker / Kelly Hollingsworth / Wyatt Istvan-Mitchell / James Liggins Jr. / Rodney Martin / Mandice McAllister / Laura Morris / Kaushi Muthukuda / Carin Ojala / Linda Paullin-Hebden / Audrey Pimpleton / Traci Rozelle / Tom Smanik / Kent Sparks / Jason Tejani / Cassandra Tucker / Mark Wassink / Kristin Williams

STRONGER TOGETHER

Town Halls Spark New Path for Warner Diversity Efforts

Warner's Town Halls were so instrumental in bringing us together that they have become a regularly scheduled assembly. As we converse and connect, we are bridging minds, hearts and lives.

It started with an email and a simple question. The entire country was embroiled in protests and calls for justice in the wake of the tragic deaths of George Floyd in Minnesota, Breonna Taylor in Kentucky and Ahmaud Arbery in Georgia. As feelings and tensions ran high, one firm member, Attorney Kiffi Ford, sent an email to the Diversity, Equity + Inclusion Action Committee (DEIAC) simply asking: Will the Committee address this?

What followed was Warner's first-ever Town Hall, organized by the DEIAC. During this hourlong discussion, held virtually on June 2, 2020, participants were invited to speak openly and candidly about their feelings in light of George Floyd's death and about the impacts they have seen from systemic racism and injustice. "What we wanted to do was hold space for members of our firm community who were grieving and trying to process these tragedies," said DEIAC member and Town Hall moderator Mandice McAllister. "But we also wanted to begin a dialogue where we explored what we as individuals and as a firm could do to better serve our communities, advance social justice and make the firm more inclusive."

Responding to Racial Injustices Part 1

Town Hall 1 June 2, 2020

This hourlong discussion included powerful personal stories from firm members, reactions to public protests related to the recent killing of George Floyd and calls to action for change both within the firm and in our communities.

What Warner Has to Say About Town Halls



“ Warner's Town Halls [have] sparked meaningful dialogue that forced me to examine my own beliefs and ideas. They have provided the understanding that without one person striving to make a difference and to make their voice heard, we will never progress.



– Lisa Kunecki
Legal Assistant
Grand Rapids Office

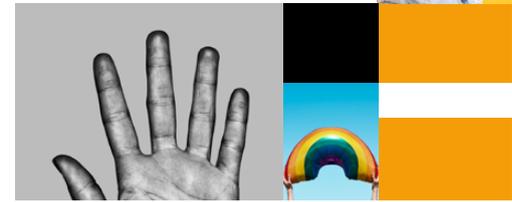
“ Town Halls provide a great opportunity to learn more about my colleagues in a setting where people are encouraged to share their thoughts and feelings. The format is very refreshing and yet powerful and has led to important initiatives and allowed each of us to better understand one another.



– Chris Tracy
Partner
Kalamazoo Office



Look for more on our Town Halls in future DEI annual reports.



PRIDE: Fostering Inclusion and Allyship in the Workplace

***Town Hall 2
June 23, 2020***

During this event, facilitated by LGBTQIA+ activist Arin Fisher, Town Hall participants learned more about the historical context of (and continuing fight for) LGBTQIA+ civil rights in the U.S., the definition of an ally and ways to create a more inclusive environment within the firm and our communities.

Responding to Racial Injustices Part 2

***Town Hall 3
August 28, 2020***

Held in light of the Jacob Blake shooting and the resulting civil unrest and protests, this event provided an opportunity for participants to get together and express their thoughts on recent events and offer support to colleagues.

Identifying and Addressing Microaggressions

***Town Hall 4
November 9, 2020***

Warner partner and DEIAC member Charles Ash Jr. moderated this discussion on identifying and responding to microaggressions, which are unintentional expressions of racism, sexism, ageism or ableism by people who might be well-intentioned but lack understanding of the impact of their words or actions.

“ These have been a forum for us to come together as a firm to confront and discuss some challenging issues. Having this space has allowed us to have some genuinely open conversations, and I think that we have all gained a lot of respect and appreciation for our colleagues in the process.



– Celia Kaechele
Associate
Detroit Office

“ Our Town Halls have given us an opportunity to create empathy. We hear personal stories of how national and global issues affect the lives of our firm members, and it connects us in a meaningful way. Hopefully, we then apply that empathy and compassion outside of the firm as well.



– Julie Dawes
Paralegal
Grand Rapids Office

“ I always felt like my pain, distrust, struggles and anger at injustices needed to be hidden because of ‘office code’ and professionalism. It has been refreshing to be able to speak the truth that is my everyday life as a Black person, and it’s overwhelming to know that I have allies in my coworkers.



– Tiffany Parrish
Legal Assistant
Detroit Office

TURNING IDEAS INTO ACTION

Warner made the decision in 2019 to transform our diversity, equity and inclusion efforts into a collective firm-wide focus through the creation of the firm's Diversity, Equity + Inclusion Action Committee (DEIAC).

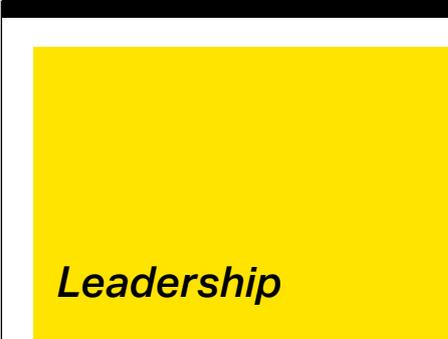
This committee is comprised of five subcommittees, pulling membership from all nine of our Warner offices and inclusive of all ranks and titles, ensuring a fresh and varied perspective. With a wait-list of eager participants, the group rotates members each year, keeping ideas and collaboration invigorated and moving forward.

Of the 29 members within the DEIAC, each has dedicated themselves to a particular subcommittee – narrowing the focus and scope of work to accomplish. Each subcommittee identifies set action items to carry out during the year, meets regularly, collaborates with other subcommittees and manages a DEI strategic plan that addresses items of interest to the firm and supports the subcommittees' work.

We are pleased to report our DEIAC subcommittees' 2020 accomplishments as a measurement of the time and attention firm members have spent on these important initiatives.

Our firm's goal is to work together to make a difference inside our workplace and in the communities where we live and work.

DEIAC Subcommittees Striving to Drive Positive Change



A diverse and inclusive culture begins at the top of an organization. Warner's Leadership Subcommittee ensures that all levels of the firm's management value the work of the DEIAC and are committed to integrating DEI into the firm's mission and business plan.

Accomplishments
Added DEI goals and initiatives to the firm's strategic and business plans, and provided visibility and support for them. ■ Collaborated with recruiting and HR teams on plans that focus on hiring practices and initiatives that can assist with onboarding more diverse candidates. ■ Requested firmwide DEI training, which was held in the fall. ■ Added Martin Luther King Jr. Day as a new firm holiday.



In order to develop and implement systems and processes that foster workforce DEI, Warner created the Organizational Processes Subcommittee to focus on hiring, training, retention and employee relations.

Accomplishments
Participated in the planning and execution of Town Hall events. ■ Developed and hosted a DEI training program for all firm members. ■ Created a new recruitment policy to ensure diversity of candidate pools.

DEI Question of the Day Launched to bring our team “together” during a time of physical separation, this was an instant hit. Reading everyone’s answers each day helped us feel connected to one another and created incredible camaraderie. The questions ranged from fun (worst song ever) to helpful (local restaurants to support) and to thought-provoking (advice to your teen self) to tear-jerking (memories of a colleague whom we lost to cancer in 2020). The QOD was an important part of our 2020 DEI journey, allowing us to meet new people, know people better (which breaks down implicit bias) and hear compelling stories from those with lives that have been very different from our own.

Process Management

3

Accountability is key to Warner’s success across all DEIAC subcommittees.

Within this particular subcommittee, firm members document and measure the work of the other subcommittees and the impact of the tools used in our diversity efforts.

Accomplishments

Selected and implemented software to track DEI Committee/ Subcommittee goals and efforts. ■ Continued to develop realistic, measurable DEI goals for the firm and for the other four DEIAC subcommittees.

External Relationships

4

Our External Relationships Subcommittee was developed to create, maintain and manage relationships with

individuals and groups outside the firm to promote the firm's DEI efforts and culture.

Accomplishments

Approved 18 diversity sponsorships to support our sponsorship strategy in the communities where we work and live. ■ Approved scholarships for members of marginalized groups to pursue studies in the legal field. ■ Revamped our supplier diversity program. ■ Created a Community Involvement page on our intranet that collects volunteer leadership positions, volunteer engagement opportunities, pro bono legal support opportunities and educational resources that firm members can use to help support marginalized communities.

Communications

5

This subcommittee informs the firm’s attorneys, employees, clients and community about the firm’s actions taken to ensure DEI is a part of the firm’s business and culture.

Accomplishments

Created a statement on racial injustice with action items for the firm to accomplish. ■ Created a DEI quarterly newsletter and DEI intranet page for firm members. ■ Planned Town Hall meetings for firm members to discuss DEI topics, share experiences and support one another (see inset box). ■ Created small group opportunities to take a deeper dive into DEI topics. ■ Created the DEI Question of the Day (see inset box above).

RIGHT HERE, RIGHT NOW

Building a Better Partnership in Our Communities

Since our founding, Warner has prioritized giving back to our communities through time, talent and treasure. Despite the challenges 2020 presented, the firm did not waver in these commitments. In fact, our firm made additional contributions to support programs and services addressing immediate and emerging needs.

Annually, Warner sponsors more than 150 nonprofit organizations statewide in the areas of arts and culture, economic development, health and human services, legal aid, and diversity, equity and inclusion. Warner attorneys also provided more than 2,000 hours in pro bono legal services in 2020 to support low-income and marginalized individuals and groups.

150+
*Nonprofits were
sponsored by
Warner last year.*

COVID-19 Relief Efforts

Additional donations were made to food banks throughout the state during 2020, including Forgotten Harvest, Kids' Food Basket, Kalamazoo Loaves & Fishes, and the Greater Lansing Food Bank.

Holland Receptionist Misty Burlingame worked through United Way of Ottawa County to check on 400 seniors in Grand Haven, helping to shop for groceries and other needs, clean apartments for emergency housing and support COVID-19 testing efforts.

Additional virtual volunteering during the pandemic included video song recordings for residents in hospice and virtual book readings for students attending school virtually.



The question was never if we would provide additional support but how we would support our neighbors in need. Giving back is a part of who we are.



— Courtney Failer
Community Relations

Supporting Local Communities

Warner was an initial signatory on the new GRow 1000 initiative, a summer employment program for Grand Rapids teens and young adults designed to encourage exploration of career interests and develop job readiness skills. In its inaugural year, the program placed 354 youths in jobs. Nearly 80% of participants were Black, Indigenous and people of color (BIPOC).

The firm made a donation for flood relief in the Great Lakes Bay Region through the Midland Area Community Foundation, made possible through a grant from the firm's Donor Advised Fund through the Grand Rapids Community Foundation.

Senior Counsel James Liggins Jr. reviewed and approved small business microgrants as a volunteer for United Way of the Battle Creek and Kalamazoo Region.

Scholarships

For over 20 years, the firm has awarded annual scholarships to support marginalized individuals working toward a law degree.

Three scholarships were awarded in 2020. The scholarship winners were Grand Valley State University students Mercedes Jefferson and Yessenia Aguillon and University of Detroit Mercy student Milaka Spann.

Warner has provided more than \$230,000 in scholarships to 115 students.

Fighting Injustice + Supporting Equity

The firm made a donation to the Equal Justice Initiative, which is committed to challenging racial and economic injustice in American society. This donation was made under the auspices of the firm's "Statement on Racism and Social Justice."

The firm signed the Lakeshore Ethnic Diversity Alliance (LEDA) Pledge to commit to work that will dismantle racism.

The firm participated in the Women Lawyers Association of Michigan Black History Month 21-Day Racial Equity Challenge, which was spearheaded by Warner Partner and WLAM President Roquia Draper.

The firm supported Asian American Pacific Islander restaurant owners in West Michigan by sponsoring the Grand Rapids Asian Pacific Festival's Asian Drive-Thru Street Food Event.

Additionally, the firm sponsored and participated in programs addressing racism and injustice including The Kalamazoo Society for History and Racial Equity Summit on Racism, LEDA Summit on Race and Inclusion, Oakland County Bar Association's Diversity, Equity & Inclusion, From Awareness to Action Series, Grand Rapids Chamber of Commerce's Diversity, Equity, Inclusion Series, and Holland Museum's Cultural Lens Series.



Warner's Dr. Martin Luther King Jr. Social Justice Legacy Contest Becomes More Inclusive

Last year marked the 16th year the firm collaborated with Grand Rapids Public Schools for the annual Dr. Martin Luther King Jr. Social Justice Legacy Contest. Formerly the Dr. Martin Luther King Jr. Essay Contest, which was established to honor and reflect King's legacy of peace and justice, the 2020 contest was altered to be more inclusive and highlight the students' creative strengths. All sixth-graders in GRPS were eligible to participate and asked to identify and react to a racial social justice issue meaningful to them. Entries could be submitted in any form, including photography, drawing, painting, video, song, article, quote, essay, poem, spoken word and book, among others.

The goal of the contest has always been to inspire students to think about how King's legacy applies to the world in which they live. Last year, students were encouraged to reflect on any racial social justice activist or initiative and create a response that was meaningful to them. Each student was able to submit one entry. For an artistic entry such as photography, painting or sculpture, the student was asked to provide a recorded or written statement describing the overall vision of the piece.

The submissions were evaluated by 40 Warner firm representatives on the basis of connection to the contest theme, personal connection, message and overall impact.

The winners of the contest were highlighted at this year's 35th annual Rev. Dr. Martin Luther King Jr. Community Commemoration held on Martin Luther King Jr. Day as well as during the February Grand Rapids Public Schools Board of Education meeting.



The 2020 winners

- **Trinity Talbert, North Park Montessori:** Grand prize for "Alone," (pictured left) a digital drawing that depicts a girl who has been discriminated against because of her skin color.
- **Malachi Eddie, Center for Economicology:** First runner-up for "Talking to Kids About Race," an essay that highlights the important benefits that can be achieved from teaching children about skin color.
- **Triston Thompson, Grand Rapids Montessori:** Second runner-up for "A Free Verse Poem of Freedom," a poem that offers steps everyone can take to bring about the change Dr. King sought.
- An additional 11 students attending C.A. Frost Middle High School, Center for Economicology, Grand Rapids Public Museum Middle School, North Park Montessori and University Prep Academy received honorable mentions.

OUR WORK HAS ONLY JUST BEGUN



As a law firm, we know that words are important. But action is critical. We believe that enough is enough, and we are determined to do better.



– From our “Statement on Racism and Social Justice,” published in June 2020 after the murders of George Floyd, Ahmaud Arbery and Breonna Taylor.



DEI isn't the job of one person or even one committee. We're proud of the level of engagement and commitment to this work that our firm members have shown in 2020. And now, the work continues.



– Mandice McAllister
Diversity, Equity + Inclusion
Action Committee Member

Female attorneys currently lead:

→ **8** of our practice/
industry groups
+ **6** of our practice
specialties

Warner Demographics 2020

Associates

Female	55%
Minority	15%

BREAKDOWN

African American	3
Arab American	2
Asian	-
Caucasian	34
Hispanic	-
Indigenous	-
Multi-Racial	1

TOTAL 40

Partners

Female	26%
Minority	4%

BREAKDOWN

African American	2
Arab American	2
Asian	1
Caucasian	117
Hispanic	-
Indigenous	-
Multi-Racial	-

TOTAL 122

All Active Attorneys

Female	32%
Minority	8%

BREAKDOWN

African American	8
Arab American	5
Asian	1
Caucasian	198
Hispanic	1
Indigenous	-
Multi-Racial	1

TOTAL 214

3314

Total number of responses to our DEI 'Question of the Day' awareness initiative

The number of employees who participated in our "Responding to Racial Injustice" Town Hall — making it the most widely attended voluntary meeting in Warner history.

170

2000 hours of pro bono legal counsel

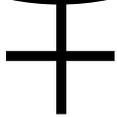


The number of hours of pro bono legal support Warner gave to benefit low-income or marginalized individuals in 2020.

Since 2006, we have increased our percentage of female partners

160%

10% in 2006 to 26% in 2020



Diversity Equity + Inclusion Action Committee (DEIAC)

26 members dedicated over 2000 collective hours to driving DEI initiatives last year.



This diverse committee is the catalyst for change inside and outside the firm. This passionate group draws from all nine Warner offices and represents all ranks and titles. It has a waiting list of employees eager to play a role. See article on page 10.

Paralegals

Female	95%
Minority	5%

BREAKDOWN	
African American	-
Arab American	-
Asian	1
Caucasian	21
Hispanic	-
Indigenous	-
Multi-Racial	-
TOTAL	22

Mgmt. / Department Heads

Female	74%
Minority	17%

BREAKDOWN	
African American	2
Arab American	-
Asian	1
Caucasian	19
Hispanic	1
Indigenous	-
Multi-Racial	-
TOTAL	23

Non-legal Employees

Female	85%
Minority	14%

BREAKDOWN	
African American	11
Arab American	-
Asian	2
Caucasian	126
Hispanic	2
Indigenous	-
Multi-Racial	6
TOTAL	147



Warner Norcross + Judd

Grand Rapids
Detroit
Midland
Macomb County
Muskegon
Kalamazoo
Lansing
Holland
Bloomfield Hills

