

Warner Norcross & Judd LLP

2015 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Grand Rapids, Michigan; Holland, Michigan; Kalamazoo, Michigan; Lansing, Michigan; Macomb County, Michigan; Midland, Michigan; Muskegon, Michigan; Southfield, Michigan

DIVERSITY LEADERSHIP

Head(s) of Firm: Douglas E. Wagner, Managing Partner

Diversity team leader(s): Rodney D. Martin, Diversity Partner and Co-Chair, Inclusion Committee; Homayune Ghaussi, Co-Chair, Inclusion Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2014
Firmwide	193	197
U.S. offices only	193	197

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

ASSOCIATES (2014)

	Men	Women
White/Caucasian	16	20
African-American/Black	1	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	18	21

SUMMER ASSOCIATES (2014)

	Men	Women
White/Caucasian	3	4
African-American/Black	1	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	0	0
Total	5	6

EQUITY PARTNERS (2014)

	Men	Women
White/Caucasian	84	18
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	1	0
Total	86	19

NON-EQUITY PARTNERS (2014)

	Men	Women
White/Caucasian	14	3
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	14	3

OF COUNSEL (2014)

	Men	Women
White/Caucasian	25	9
African-American/Black	1	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	26	10

NEW HIRES (2014)

	Men	Women
White/Caucasian	8	9
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	8	9

Strategic Plan and Diversity Leadership

How does the firm's leadership communicate the importance of diversity to everyone at the firm?

The firm's leadership uses several methods to communicate that diversity and inclusion are critical strategic initiatives of the firm. The firm's commitment to diversity and inclusion is stated in the firm's Strategic Focus and Strategic Plan. Our Diversity Partner reports at each monthly partners' meeting and each semiannual meeting of all attorneys and directors on our progress on the diversity initiatives in our business plan. The Managing Partner reports quarterly to the partners on our business plan initiatives, including diversity. Our Diversity Partner meets with each new attorney who joins the firm on his or her first day of employment to discuss the firm's commitment to diversity and inclusion. The firm uses an internal discussion blog, as well as periodic email messages and a weekly "daystart" message, to promote thought and learning on diversity matters. The firm also maintains a diversity news site to inform attorneys and staff of events and developments at the firm. The firm prepares a Diversity Annual Report and distributes it to all attorneys and staff, as well as clients and community leaders. The firm also holds attorney and staff luncheon lectures, presentations and other events on diversity. The firm has a diversity book club open to all staff members. Once a year the firm selects a book on diversity and inclusion and encourages all members of the firm to read and discuss it. The program, called "One Book, One Firm," concludes with a luncheon and panel discussion.

Who has primary responsibility for leading diversity initiatives at your firm?

Rodney Martin, Diversity Partner

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2014, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 15

Total hours spent on diversity: 530

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

It is formal and part of the firm's annual business plan.

How often does the firm's management review the firm's diversity progress/results?

Quarterly

How is the firm's diversity committee and/or firm management held accountable for achieving results?

The Management Committee reviews the firm's progress on its diversity initiatives once a quarter. Our Diversity Partner is evaluated annually by all of the firm's partners. The results of this evaluation are compiled and reported to the Management Committee and the partnership. The Management Committee evaluates the performance of the Diversity Partner annually when reviewing compensation. The firm publishes a Diversity Annual Report which it sends to clients and business and civic leaders in the communities in which we practice. This report is also posted on the firm's website.

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
	X		Conduct firmwide diversity training for all attorneys and staff
	X		Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
		X	Support law firm's internal affinity networks
		X	Hire a director of diversity or other full-time professional to implement the firm's diversity program
	X		Coordinate or work with clients on diversity issues
	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
X			Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X			Other (please specify): Our firm has been a leader in forming the Managing Partners Diversity Collaborative, which has adopted a 5-year Action Plan to address the recruiting and retention of female attorneys and attorneys of color.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X			Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Other (please specify): Our firm has been a leader in forming the Managing Partners Diversity Collaborative, which has adopted a 5-year Action Plan to address the recruiting and retention of female attorneys and attorneys of color.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of GLBT attorneys at the associate level
	X		Increase the number of GLBT attorneys at the partnership level
	X		Increase the number of GLBT attorneys in leadership positions
	X		Ensure that EEO and non-discrimination policies specifically address gender identity

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
		X	Increase the number of attorneys with disabilities at the associate level
		X	Increase the number of attorneys with disabilities at the partnership level
		X	Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

The firm sponsors an annual essay contest for sixth graders in the Grand Rapids Public Schools to promote the study of the contributions of Martin Luther King, Jr. and an interest in public affairs. We have worked closely with the Grand Rapids Public Schools to develop lesson plans that enhance the educational value of the competition. Members of the firm also volunteer to work with elementary school students in a reading program called "Schools of Hope."

In 1999, Warner Norcross established a partial tuition scholarship for minorities enrolled in law school or pursuing a degree in paralegal studies. In addition, in 2007, the firm established a program that each year awards scholarships for an LSAT preparation course to college juniors. Since 1999, the firm has awarded over \$140,000 in scholarships. We also provide financial support each year to the Wolverine Bar Association's judicial internship in the Eastern District of Michigan and annually help fund two important pipeline programs in the Metro Detroit area: the CLEO summer study program for minority college students at the Oakland University Campus of the Cooley Law School, and the Just the Beginning Foundation's Summer Legal Institute for high school students from underrepresented groups.

The firm was a founding member of the Managing Partners Diversity Collaborative, which adopted a 5-year Action Plan to establish additional pipeline initiatives to encourage minority law students to consider a career in law. The Action Plan is available at: <http://wnj.com/About-Us/Diversity/Collaborating-to-Promote-Diversity-and-Inclusion-i-Together> with others in the Collaborative, members of the firm volunteer in a year-long program for all ninth graders at a predominantly African American and Hispanic public school. In the program, which is called "The Three Rs: Rights, Responsibilities, and Realities," volunteers work lead students in discussion of key issues under the Constitution and provide career counseling.



Recruitment - New Associates

Does your firm annually recruit at any of the following types of institutions?

Ivy League schools: Solicit Resumes: Columbia; Harvard; University of Pennsylvania; Yale

Other private schools: On Campus: University of Notre Dame; Michigan State University. Solicit Resumes: Boston College, Boston University; University of Chicago; Chicago-Kent College of Law; Duke University; Emory University; George Washington University; Georgetown University; Loyola University Chicago; New York University; Northwestern University. Stanford University; Vanderbilt University

Public state schools: On Campus: University of Michigan; Wayne State University. Solicit Resumes: University of California • Berkeley; Indiana University - Bloomington; Ohio State University; University of Houston; University of Illinois; University of Iowa; University of Minnesota; University of Virginia; University of Wisconsin at Madison; Southern Illinois University

Historically Black Colleges and Universities (HBCUs): Solicit Resumes: Howard University

Diversity job fairs: Cook County Bar Association Minority Job Fair (Chicago)

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

Do you have any programs specifically targeted at first-year students?

First-year law students are eligible for the Warner Norcross & Judd Minority Law School Scholarship. The competitive scholarships, which have a top value of \$5,000, are awarded to minority students either from Michigan or who are attending a Michigan law school. The scholarship program has been in place since 1999.

In addition, in the early 1990s, the firm helped establish the Grand Rapids Bar Association Minority Clerkship program, which provides summer clerkships for first-year students of color. The firm has committed to take a clerk from the program each year since the program was established. A number of clerks from the program eventually joined the firm as associates.

Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2014)

	Men	Women
White/Caucasian	2	3
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	0	0
Total	2	5

OFFERS MADE* (2014)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	2	3
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	0	0
Total	2	5

OFFERS ACCEPTED* (2014)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	1	2
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	0	0
Total	1	4

NEITHER ACCEPTED NOR DECLINED (2014)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2014)

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	2

LATERAL OF COUNSEL HIRES (2014)

	Men	Women
White/Caucasian	4	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	4	0

LATERAL PARTNER HIRES* (2014)

* Both equity and non-equity

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	2	1

NEW PARTNERS PROMOTED* (2014)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	4	3
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	4	4

NEW EQUITY PARTNERS* (2014)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	1	3
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	1	4

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Other (please specify)

Through the Managing Partners Diversity Collaborative, the firm has formed "grab Law," a web-based marketing program to attract minority attorneys to practice in West Michigan.

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

No

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Not applicable

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Not applicable



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2014

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	0

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	1	0

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	0

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	1	0

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	0

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	1

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2014

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	2

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	0	0

OF COUNSEL

	Men	Women
White/Caucasian	3	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	3	2

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	1	0

EQUITY PARTNERS

	Men	Women
White/Caucasian	4	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	4	0

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, gay/lesbian attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly non-white attorneys (i.e., minority attorneys, for whom research indicates a greater inclusion problem), are not being excluded:
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Firm policy allows associate attorneys to work a reduced schedule and remain on track towards partnership. Of counsel attorneys and partners are also eligible to work on a reduced schedule on a case-by-case basis. The reasons for a reduced schedule vary from attorney to attorney. Some choose a reduced schedule to balance the demands of work and family. Others simply wish to strike a different work-life balance.

Associates who are approved to work part-time under the firm's policy are given pro rata credit toward partnership. Choosing to work part-time does not disqualify a partner from remaining a member of the partnership.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

Four

Retention and Professional Development

PART-TIME ATTORNEYS (2014)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	39
Of counsel	12	6	18	36
Non-equity partner	1	1	2	17
Equity partner	n/a	2	2	105



Management Demographic Profile

FIRMWIDE COMMITTEES 2014

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	8	2

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	5	3
African-American/Black	2	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	7	3

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	8	2

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	5	3
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Individuals with disabilities	0	0
Total	7	3

The partner review function is performed by our Management Committee

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	6
African-American/Black	2	0
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Individuals with disabilities	0	0
Total	8	7

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2014)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	8	21	8
Number of such positions held by:			
Minorities	0	1	1
Women	1	6	2
GLBT attorneys	0	0	0
Individuals with disabilities	0	0	0

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 8

Minorities heading offices: None

Women heading offices: Jennifer Remondino, Holland Office (6)

GLBT attorneys heading offices: None

Individuals with disabilities heading offices: None

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Dawn Garcia Ward, Co-chair, Data Solutions Group (19)

Women heading practices: Linda Paullin-Hebden, Business Practice Group (74); Melissa Collar, Real Estate Practice Group (38); Nazli Sater, Family Law Practice Group (8); Janet Knaus, eCommerce and Internet (12); Heidi Lyon, Employee Benefits (11); Dawn Garcia Ward, Co-chair, Data Solutions Group (19)

GLBT attorneys heading practices: None

Individuals with disabilities heading practices: None

COMMITTEE LEADERS

Minorities heading committees: Hodayune Ghaussi, Co-Chair, Inclusion Committee (15)

Women heading committees: Heidi Lyon, Professional Staff Committee (10); Mary Jo Larson, Retirement Plans (7)

GLBT attorneys heading committees: None

Individuals with disabilities heading committees: None



The Firm Says

Warner Norcross & Judd is playing a leading role in working to increase the diversity of the profession in Michigan. In 2010, the firm was a charter signatory to the State Bar of Michigan's Pledge for Diversity and Inclusion. Our Diversity Partner serves as co-chair of State Bar's Diversity and Inclusion Advisory Committee.

In June 2011, our Managing Partner joined with the managing partners of 11 other law offices in Grand Rapids and the President of the Grand Rapids Bar Association in forming the Managing Partners Diversity Collaborative. The Collaborative adopted a five-year Action Plan in March 2012 to increase the representation of female lawyers and attorneys of color in our firms and in the Bar Association. In 2013, The Collaborative offered a day-long training in inclusive leadership, conducted by Dr. Arin Reeves. Nine attorneys and two directors from the firm attended the training. Warner Norcross & Judd's Diversity Partner, Rodney Martin, was awarded the President's Award by the Grand Rapids Bar Association for the significant role he played in advising the Collaborative and drafting the Action Plan.

Warner Norcross was a founding member of the Grand Rapids and Floyd Skinner Bar Association Minority Clerkship Program in 1991 and has hired a clerk from the program every year since its inception. In 1999, we established a scholarship for minorities enrolled in law school. In addition, in 2007, the firm established a scholarship program that each year awards scholarships for an LSAT preparation course to college juniors. Since 1999, the firm has awarded over \$125,000 in scholarships. We also provide financial support to the Wolverine Bar Association's judicial internship in the Eastern District of Michigan and have helped fund the CLEO summer study program at the Oakland University Campus of the Cooley Law School.

The firm is addressing retention in a number of ways. The firm's full-time Director of Professional Development administers our career development program, which offers specialized training for our young attorneys. She has also developed and implemented an enhanced mentoring program for all associates and has worked with our practice groups to develop specific career benchmarks for the development of associates. The firm has adopted a program to ensure that career-enhancing projects are equitably distributed among our associates. Each practice group is required to monitor associates against the career benchmarks set by the group and to develop a specific plan to address any situation in which an associate has not received the types of projects that are needed to advance. Our Director of Professional Development and our Diversity Partner monitor this process and report to the Management Committee. In addition, we track and monitor the work assignments in the firm to ensure that work is being equitably assigned to women and minority associates.

In 2014 the firm implemented a new associate evaluation system that was designed to reduce the opportunity for unconscious bias. While it is too early to declare it a success, after three evaluation cycles with the new system, we feel that quality feedback is much improved. In a continued effort to address the potential for unconscious bias, the firm has engaged Dr. Arin Reeves to conduct an inclusive leadership workshop for all attorneys in leadership positions and serving on firm committees.

The firm is committed to moving women and minority attorneys into positions of leadership. Our Business Plan calls for a review of key client relationships to place women and minority attorneys in line to succeed to client management responsibilities for major firm clients. Today six of the firm's practice groups are chaired by women, two of whom are minorities. These include the Business Practice Group (the firm's second largest group), the Employee Benefits Group, the E-Commerce Group, the Family Law Group, the Real Estate Group, and the Data Solutions Group. Two members of the seven-member Steering Committee of the Litigation Practice Group (the firm's largest practice group), are minorities. In 2014, two of the ten members of the firm's Management Committee (elected by the partnership as a whole), were women and one member was a minority.

In 2009, our firm received the "Diversity Visionary Award", from the Grand Rapids Area Chamber of Commerce in recognition of the firm's "excellence and commitment to fostering diversity and inclusion" and its "innovative and persistent" leadership. In 2010, the firm was recognized as the Full Diversity Partner by Partners for a Racism Free Community. The firm continues to strive to achieve its goal of becoming a more inclusive organization.

