

Bodman PLC

2017 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Detroit, MI; Troy, MI; Ann Arbor, MI; Cheboygan, MI

DIVERSITY LEADERSHIP

Head(s) of Firm: Ralph E. McDowell, Chairman

Diversity team leader(s): Damali A. Sahu, Co-Chair, Diversity and Inclusion and Social Action Committee; Jaimee L. Witten, Co-Chair, Diversity and Inclusion and Social Action Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

| | Currently | As of December 31, 2016 |
|-------------------|-----------|-------------------------|
| Firmwide | 140 | 140 |
| U.S. offices only | 140 | 140 |

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2016)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 14 | 14 |
| African-American/Black | 0 | 3 |
| Hispanic/Latino | 0 | 1 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 1 | 1 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 1 |
| Openly GLBT | 1 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 15 | 20 |

SUMMER ASSOCIATES (2016)

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 2 |
| African-American/Black | 1 | 1 |
| Hispanic/Latino | 0 | 0 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 0 | 0 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 1 |
| Openly GLBT | 0 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 3 | 4 |

EQUITY PARTNERS (2016)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 38 | 11 |
| African-American/Black | 0 | 1 |
| Hispanic/Latino | 0 | 0 |
| Alaska Native/American Indian | 0 | 0 |
| Asian | 0 | 0 |
| Native Hawaiian/Pacific Islander | 0 | 0 |
| Multiracial | 0 | 0 |
| Openly GLBT | 1 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 38 | 12 |

NON-EQUITY PARTNERS (2016)

| | Men | Women |
|----------------------------------|-----------|-----------|
| White/Caucasian | 30 | 18 |
| African-American/Black | 1 | 1 |
| 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 | 31 | 19 |

OF COUNSEL (2016)

| | 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 |

NEW HIRES (2016)

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 6 | 6 |
| 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 | 0 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 6 | 8 |

Strategic Plan and Diversity Leadership

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

Emails, web site, intranet, training special programs (e.g., diversity exhibits), volunteer opportunities serving diverse communities.

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

Damali Sahu and Jamiee Witten, Firm Members, and Co-Chairs, Diversity and Inclusion and Social Action Committee.

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 2016, 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: 12

Total hours spent on diversity: 300

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?

Formal, documented program.

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

Annually

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

The Diversity and Inclusion and Social Action Committee reports to Firm management each year in conjunction with the annual membership. The Committee Chairs also report informally to the Firm's Chairman on a regular basis.

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 |

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 |



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.

[No response]



Recruitment - New Associates

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

Ivy League schools: No.

Other private schools: Notre Dame University, University of Detroit Mercy.

Public state schools: University of Michigan, Wayne State University, Michigan State University, University of Toledo.

Historically Black Colleges and Universities (HBCUs): Howard University.

Diversity job fairs: Wolverine Bar Association.

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?

Yes. We participate in the Wolverine Bar Association summer clerkship program, in which a diverse 1L is placed with the Firm as part of its summer associate class.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2016)

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 2 |
| 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 | 1 |
| Openly GLBT | 0 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 3 | 3 |

OFFERS MADE* (2016)

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

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 2 |
| 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 | 1 |
| Openly GLBT | 0 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 3 | 3 |

OFFERS ACCEPTED* (2016)

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

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 2 |
| 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 | 1 |
| Openly GLBT | 0 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 3 | 3 |

NEITHER ACCEPTED NOR DECLINED (2016)

* 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 (2016)

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 4 | 1 |
| 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 | 0 | 0 |
| Individuals with disabilities | 0 | 0 |
| Total | 4 | 3 |

LATERAL OF COUNSEL HIRES (2016)

| | 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 |

LATERAL PARTNER HIRES* (2016)

* Both equity and non-equity

| | 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 |

NEW PARTNERS PROMOTED* (2016)

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

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 4 | 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 | 4 | 1 |

NEW EQUITY PARTNERS* (2016)

* Whether hired laterally or promoted from within

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 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 | 2 | 0 |

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)

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 2016

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 | 2 | 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 | 2 | 0 |

3RD-YEAR ASSOCIATES

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 0 | 0 |
| African-American/Black | 0 | 1 |
| 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 |

4TH-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 |

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 | 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 |

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2016

7TH-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 |

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 | 2 | 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 | 2 | 0 |

NON-EQUITY PARTNERS

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 6 | 4 |
| 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 | 6 | 4 |

EQUITY PARTNERS

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 2 | 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 | 2 | 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?

While all such decisions are made on a case by case basis, lawyers working part-time schedules have become members(partners) of the Firm, and lawyers who were already members have successfully transitioned to part-time schedules.

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

2

Retention and Professional Development

| PART-TIME ATTORNEYS (2016) | PART-TIME ATTORNEYS | | | TOTAL NUMBER OF ATTORNEYS (full and part-time) |
|-------------------------------|---------------------|-------|-------|---|
| | Men | Women | Total | |
| Associates | 0 | 0 | 0 | 35 |
| Of counsel | 0 | 1 | 1 | 5 |
| Non-equity partner | 0 | 3 | 3 | 50 |
| Equity partner | 0 | 0 | 0 | 50 |



Management Demographic Profile

FIRMWIDE COMMITTEES 2016

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 9 | 1 |
| African-American/Black | 0 | 1 |
| 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 | 9 | 2 |

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 4 | 1 |
| African-American/Black | 0 | 1 |
| 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 | 2 |

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 5 | 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 | 5 | 2 |

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 5 | 2 |
| African-American/Black | 0 | 1 |
| 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 | 5 | 3 |

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

| | Men | Women |
|----------------------------------|----------|----------|
| White/Caucasian | 3 | 4 |
| African-American/Black | 1 | 3 |
| 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 | 4 | 8 |

Management Demographic Profile

OTHER LEADERSHIP ROLES

| Leadership positions (2016) | U.S. office heads | Practice group/ department leaders | Committee leaders |
|-----------------------------------|-------------------|---------------------------------------|-------------------|
| Total number of positions | 4 | 21 | 19 |
| Number of such positions held by: | | | |
| Minorities | 0 | 0 | 1 |
| Women | 1 | 7 | 10 |
| GLBT attorneys | 0 | 1 | 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? 4

Minorities heading offices: 0

Women heading offices: Wendy Zabriskie, Troy, MI (37)

GLBT attorneys heading offices: 0

Individuals with disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 0

Women heading practices: Maureen Rouse-Ayoub, Co-Chair, Workplace Law Group (17); Susan Kornfield, Intellectual Property (18); Barbara Bowman, Co-Chair, Municipal Finance Group (7); Michelle Thurber-Czapski, Insurance Group (10); Carla Machnik/Bonnie Sherr, Aviation Group (10); Rebecca O'Reilly, Co-Chair, Employee Benefits and Executive Compensation (12); Susan Kornfield, Co-Chair, Emerging Companies and Venture Capital Group (11).

GLBT attorneys heading practices: Co-Chair, Litigation Practice Group (37).

Individuals with disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: Damali Sahu, Co-Chair, Diversity Committee (12).

Women heading committees: Karen Piper, Alumni Committee (5); Andrea DeFrain/Melissa Lewis, Associate Development Committee (12); Damali Sahu/Jamie Witten/Kathy Hickey, Co-Chairs, Diversity Committee (12); Celeste Arduino, Co-Chair, Recruiting Committee (6); Barbara Bowman, Opinion Committee (7); Susan Kornfield, Co-Chair, Pro Bono Committee (10); Bonnie Sherr, Library Committee (1).

GLBT attorneys heading committees: 0

Individuals with disabilities heading committees: 0



The Firm Says

Bodman's mission is to become a more diverse law firm, with a culture of inclusion, which values the differences and perspectives of all firm members.

While our goals go well beyond hiring metrics, we do take active steps to promote diversity in our hiring. For example, Bodman recruits women and minority laterals and associates. Our lawyer recruiting committee works closely with local law school placement offices and with minority law student associations to identify qualified candidates. In recent years, Bodman has conducted interview skills programs for the Black Law Students Association (BLSA) at the University of Detroit Mercy Law School and at Wayne State University Law School. On January 21, 2017, we once again partnered with the Wolverine Bar Association (WBA), a predominately African-American bar association based in Detroit, to host a mock interview training session for minority law students. The firm has a standing resume request with Howard University Law School and has retained professional recruiters to identify women and minority candidates. For more than 30 years Bodman has sponsored an annual scholarship award at Wayne State University Law School for an outstanding minority law student.

In addition, Bodman participates in the WBA summer internship program to increase minority representation in its annual summer associate class. Bodman has hired several minority candidates from the WBA program after their participation in the Bodman summer associate program. We have increased our participation with the WBA and are especially proud that several Bodman attorneys have served on the WBA's Board of Directors and in leadership positions as committee chairs.

Bodman is a longtime supporter of the Michigan Roundtable for Diversity and Inclusion, one of the state's oldest human rights organizations. Kathleen O'Callaghan Hickey, a senior member of our firm, serves on the Michigan Roundtable's Board of Directors, and Robert J. Diehl, Jr., chair of our Banking and Bankruptcy practice groups, is Immediate Past Chair of the Board of Directors. Bodman is a founding member of the Michigan Roundtable Law Honor Roll, an initiative that supports law firms' efforts to recruit and retain diverse workforces. In January 2017 we helped promote the Michigan Roundtable's mission by hosting a Friday "jeans day" in which firm personnel were allowed to wear blue jeans to work in exchange for making a contribution to the Roundtable.

Bodman is active in various other organizations that promote diversity within the legal profession. For example, Bodman is a member of the Leadership Council on Legal Diversity (LCLD), an organization of more than 250 chief legal officers and law firm partners dedicated to creating a diverse legal profession. Bodman also actively supports the Women Lawyers Association of Michigan (WLAM) Foundation, an organization that raises funds to provide scholarships to outstanding women law students. Bodman is a "Dean's List" donor to the WLAM Foundation, and two members of the firm serve on the Foundation's Board of Trustees.

Bodman provides pro bono services to underserved, primarily minority individuals, through a number of organizations. The State Bar of Michigan has named Bodman to its Pro Bono Circle of Excellence at the Leadership level, an upper tier of recognition for firms that achieve 100% aggregate contributions at the State Bar's pro bono guideline levels. We anticipate continuing to provide such services in 2017 through the following organizations:

- Michigan Community Resources
- Capuchin Legal Clinic (which Bodman founded and manages)
- Lakeshore Legal Aid
- H.E.L.P. Detroit (Homeless Experiencing Legal Protection) (Bodman founded the Detroit chapter)
- Street Outreach Court - Detroit (Bodman is one of the founding organizations and a member of the steering committee.)
- Michigan Advocacy Program (Bodman was named to MAP's Circle of Excellence" for pro bono service in 2015)
- ACLU of Michigan
- Michigan Immigrant Rights Center
- Common Ground Legal Clinic
- U.S. District Court for the Eastern District of Michigan Pro Bono Program
- Jewish Family Service
- ProsperUS
- Crossroads of Michigan Legal Clinic (which Bodman founded and manages)
- Lighthouse of Oakland County

Bodman has a standing Diversity and Social Action Committee that coordinates periodic diversity training sessions which are mandatory for all legal staff members. The most recent training session on "True Inclusiveness: Creating a Culture of Belonging," presented by Grand Rapids, Michigan-based Global Bridgebuilders, took place on March 23 and 28, 2017.

We are proud that Corp!, a highly regarded local business publication, named Bodman a "Diversity-Focused Company" based on our efforts to promote diversity within the firm and the community. The nationally recognized publication Super Lawyers named Bodman as one of only two winners in the United States of its 2013 Law Firm Pro Bono Award (the award was announced publicly in May 2014). In its 2014 pro bono edition, Super Lawyers cited Bodman's efforts to help Detroit's homeless and low-income residents through H.E.L.P., Street Outreach-Court Detroit, and other programs. Those efforts continued through 2016 and we anticipate that they will increase in 2017.