

# valuing differences

**Warner Norcross & Judd 2007 Diversity Annual Report**



Warner Norcross & Judd LLP strives to attract and retain a workforce that reflects the realities of today's diverse national and global communities.

To achieve this, we aggressively work to recruit women and minorities to join our Firm as attorneys and staff. To ensure our success, we are working to foster an inclusive culture that is based on three principles of diversity: respect, inclusion and teamwork.



Above: Over the past several years, we have worked diligently to increase the number of women partners and associates in our Southfield office. Women now comprise 38 percent of the attorneys in the office and include: Jennifer Dudley, Linda Paullin-Hebden, Jeena Shah and Kate Hickner-Cruz. Other Southfield attorneys not pictured include: Amy Rinaldo, Anissa Hudy, Jennie Santos-Bourne, Pam Miller and Sarah Lindsey.

On the cover: Our 2007 class of associates is among the most diverse in the firm's history. They include, from left: Todd Neckers, David White, Madelaine Lane, Julie Lam, Christine Maher, Raquel Salas, Inga Hofer, Daniel Borst, Sarah Luke and Marcus Jones. Meggan Dyer is not pictured.



## To our clients, prospective attorneys and staff, and community partners:

Warner Norcross & Judd LLP reconfirmed its commitment to diversity in 2006, appointing a Diversity Partner to lead our efforts. We laid out the business case for diversity and established numerous initiatives designed to make our law firm a more diverse and inclusive organization. We shared those results with you in our first-ever Diversity Annual Report.

I am pleased with the progress we have made during 2007, a year during which we rolled up our sleeves and implemented key structural elements for our programs. Strong building blocks are critical to ensure our long-term success in such areas as recruitment, retention, mentoring, education and evaluation.

During the past year, I believe our firm reached a tipping point. After some initial uncertainty about the “whys” behind our diversity initiative, those conversations have disappeared. I now hear broad support for diversity as an area in which we must excel. Diversity is recognized as critical to the future of the firm if we are to serve the needs of our clients in an increasingly global economy.

Over the next pages, I will share with you the steps we took in 2007, the results we achieved and our plans for the coming year.

### Expanded Recruitment, Retention and Advancement Initiatives

Many law firms, particularly larger firms, do not want to retain all the people they hire. They expect a certain percentage of associates to leave the firm before they are eligible to make partner.

That’s not the expectation at Warner Norcross – in fact, we consider it a failure on our part when that happens. We hire with the expectation that every associate who joins our firm has what it takes to become a partner.

During 2007, we spent significant time improving the way we find, attract and retain attorneys, from first-year associates through lateral partners. With a goal of creating a more diverse and inclusive work environment, we recognized that it was not enough to take a business-as-usual approach to recruitment. To that end, we:

- **Instituted training to facilitate behavior-based interviewing.** We recognize that our most successful attorneys share many of the same qualities and characteristics – intellectual curiosity, a strong work ethic, a commitment to teamwork, loyalty and a positive attitude. Yet the questions we

have historically asked in interviews have not always been designed to explore these qualities and assess a candidate's likelihood of success as a practicing lawyer at our firm. To help us address this, we retained Vernā Myers Consulting Group, a nationally recognized leader in diversity and inclusiveness training for law firms. This fall, our Management Committee and our Recruiting Committee (which has been expanded to include our Diversity Partner) participated in a workshop on behavior-based interviewing. This training will help us gather information on a broader range of characteristics that will help us to make better judgments about hiring – and that, in turn, should lead us to improve our retention rates.

- **Expanded the list of law schools at which we recruit.** After the 2006 passage of Proposition 2 in Michigan, Warner Norcross became concerned that the legislation – which eliminated race as a consideration for admission – would have a negative impact on the number of potential candidates from Michigan law schools. Historically, as many as 60 percent of our minority candidates have come from the law schools at Michigan State, Wayne State and the University of Michigan. So we reviewed the law schools where we conduct on-campus recruiting to make sure they have a significant minority student population. During 2007, we added the University of Illinois, where one-third of the student body is minority. Several of our partners attended that law school, which makes it a great fit for us.
- **Increased the number of minority job fairs that we attend.** In 2007, Warner Norcross tripled the number of job fairs that we attended. We recruited once again at the Midwest Career Conference sponsored by the National Black Law Students Association. We also presented a seminar on making the most of a summer clerkship. We added the career expo at the annual convention of NBLSA in Atlanta and were one of only 15 law firms nationwide to participate. We also added the Cook County Bar Association Job Fair, which is the largest minority job fair in the Midwest. We also helped sponsor NBLSA's Midwest Academic Retreat in St. Louis, Missouri, where

our Diversity Partner, Rodney Martin, served on a panel that shared insights with law students about what employers are looking for in new attorneys.

- **Hired a minority search firm to identify lateral candidates.** While Warner Norcross has worked with legal search firms over the years, we had yet to find one that was a consistent source of strong minority candidates. During 2007, we retained a Detroit-based, minority-owned recruiting firm that had been effective in recruiting executives for one of our clients. The agency was successful in introducing us to a number of minority attorneys, particularly in the Metro Detroit area, and we continue to look at innovative ways to recruit lateral attorneys.
- **Continued to implement programs designed to expand the pipeline of minority lawyers.** We believe that programs that encourage minority students to have an interest in public affairs and a potential career in law are important tools to increase the pool of potential minority lawyers and, therefore, an investment in the future. In 2007, our programs included the following:
  - **The Martin Luther King Essay Contest.** In January, we sponsored our second annual essay contest in the Grand Rapids Public Schools to promote the study of the contributions of Martin Luther King, Jr. Middle-school students city-wide submit essays on a theme that promotes an understanding of Dr. King's life, philosophy and work. We are currently working with the Grand Rapids Public Schools to develop lesson plans to enhance the educational value of the competition.
  - **Mock Trial Team.** In 2006-7, our firm coached a team of students from an inner-city high school in the Michigan High School Mock Trial Competition. Three Warner Norcross attorneys taught a class of 11 students at Central High School for seven months to prepare for the competition. (To read more about how the Central students did, go to page 7.) As a firm, our attorneys and staff contributed to a scholarship fund that allowed four of the students to attend a national mock

“Fifth Third Bank is deeply committed to providing direction and support to activities and issues that promote and enhance awareness of diversity not only in our Bank, but also in the local communities we serve. We are pleased that Warner Norcross shares our passion for diversity and we are inspired by the initiatives highlighted in its Diversity Annual Report.”

**Michelle Van Dyke**

President and CEO, Fifth Third Bank (Western Michigan)  
(Nasdaq: FITB)

trial camp in Illinois. We have renewed our commitment to this program for the 2007-08 school year.

- **Minority Scholarship Program.** For the eighth straight year, the Firm provided scholarships to minority students pursuing a career in law, as an attorney, paralegal or legal secretary. The competitive scholarships, which have a top value of \$5,000, are awarded to minority students either from Michigan or who are attending school in Michigan.
- **LSAT Scholarship Program.** Studies have shown that students who take a Law School Admissions Test prep course can significantly improve their scores on this important entrance requirement. But the high cost of the courses prevents many minority students from enrolling. In the fall of 2007, we announced a program to fund scholarships to support minority students who are considering going to law school. These scholarships will finance a formal LSAT prep course, which gives students a better understanding of the structure of the test, tips on how to study and prepare, a content review and the ability to experience a graded practice exam.

We understand that expanding our recruitment efforts is only part of the equation. The other, and perhaps more significant part, is to improve the retention of those we recruit. Central to retaining minority and women attorneys is ensuring that all attorneys have access to challenging, stimulating projects. We spent significant time during the past year evaluating and improving two key areas related to work assignments. These are:

- **Making practice groups responsible to distribute career-enhancing projects equitably.** Nearly a decade ago, each of our practice groups established career benchmarks to guide the development of our associate attorneys. The benchmarks delineate the types of projects an associate should be undertaking at each stage of his or her career, as well as the seminars and training programs the associate should attend to progress toward partner. In 2007, we adopted a program that requires the partners in each practice group to review the progress that each associate in the group is making against these benchmarks. Every six months, the partners will assess whether each associate is getting the types of assignments and the caliber of work necessary to advance in the firm. The partners will then create a plan to address the needs of any associate who is not getting the work he or she needs to progress.

## Understanding generational differences

Slinkys. Rosie the Riveter. David Beckham. Skate keys. Wii. “Gilligan’s Island.” EOM.

One by one, the images flashed on the screen during a generational differences Lunch-and-Learn program this summer at Warner Norcross. And one by one, the 100+ attorneys and staff raised color-coded cards to acknowledge when they recognized a specific image.

The cards corresponded to age, delineating each member of the audience as a member of the Mature, Baby Boomer, Gen X or Millennial generation. The 20-minute lead-in elicited a number of laughs and an equal number of furrowed brows as a sea of red or blue cards filled the air. The color coding made it easy for attendees to scan the room to see who was responding – or not – to which image.

“It was a wake-up call for everyone to realize how dependent cultural and visual understanding is on age,” said Community Relations Manager Robin Keith. “I think we tend to take for granted that everyone recognizes certain things, such as iconic pictures like the bombing of Pearl Harbor. But this Lunch-and-Learn program really underscored the differences between the generations in the workplace.”

The session, which was jointly led by a Boomer and a Millennial, moved into a discussion of how age impacts the way we relate to our workplace – and to our clients.

As attorney Steve Palazzolo (Boomer) pointed out, we are at a unique point in our corporate history as we now have four generations represented in the average workplace. And as Amanda Fielder (Millennial) noted, the kinds of messages that used to work to attract and retain Boomers are no longer effective on her generation – whose average job tenure is 18 months.

*(By the way, for those of you who don’t text, EOM stands for End of Message.)*

“Some law firms use diversity as a public relations fail to dedicate any energy to diversity policy. In interacting Martin and Warner Norcross, a true commitment toward creating a more diverse workplace. I have been very impressed with Warner’s efforts.”



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their stated  
with Rodney  
the firm has shown

**Terrence J.L. Thompson**  
Midwest Regional Chair,  
National Black Law Students  
Association, Inc.

o **Evaluating how work is assigned.** We have begun analyzing how – and to whom – partners, senior attorneys and of counsel attorneys assign work. We will continue to evaluate the distribution of assignments on a regular basis to detect trends and issues. Our goal is to ensure that all attorneys have the opportunity to work on projects in key areas with key people in the firm.

#### **Enhanced Leadership and Mentoring Opportunities for Women Attorneys**

Warner Norcross is committed to retaining and advancing women within the firm. To better understand this process, our Diversity Partner created a study group of five partners and three associates to discuss ways that Warner Norcross can improve the retention and advancement of women attorneys. Members of the group attended a seminar on retaining and advancing women and have read numerous books and articles about best practices. The study group examined six areas that are key to the success of women attorneys: flexibility and choice, mentoring, leadership, professional development, recruiting and success in the marketplace.

The firm sought to address two of those areas – leadership and mentoring – during the past year. The Management Committee appointed Susie Meyers to chair our Trust & Estate Practice Group, increasing to four the women in leadership roles at the practice group level. We also have a woman partner on our Management Committee, which sets policies and guides firm growth. Three women partners were elected by the partnership to our Nominating and Evaluation Committee, which nominates candidates for Managing Partner and evaluates the performance of the Management Committee, the Managing Partner and the firm’s standing committees. A woman partner serves as Associate General Counsel to the firm. A woman also leads our Associates Committee.

During 2007, Warner Norcross financially supported a partner and a director as they attended advanced leadership training sponsored by Inforum, a women’s networking and business development organization. Several of our attorneys were instrumental in the 2005 launch of the West Michigan affiliate of Inforum, one of our women partners was elected to serve on the board of directors of this statewide organization and our firm continues as a platinum sponsor of the organization.

Warner Norcross has long had an active mentoring program. When a new associate joins the firm, he or she is assigned a mentor whose job is to help the associate make the transition from law school to the practice of law. Mentors are there to guide the new associates as they get to know the firm and learn to navigate some of its unwritten practices and procedures. At the beginning of an associate’s second year, when the associate joins a practice group, a partner from that practice group is assigned to mentor the associate until he or she becomes a partner.

To provide additional mentoring opportunities for women associates, our women attorneys established an affinity group in 2007. The group held several monthly meetings on a variety of topics and established smaller, mentoring circles composed of associates and partners from across the firm’s offices and practice areas. These mentoring circles offer a more informal setting to build strong relationships. Our affinity group continues to evolve. This summer each of the women attorneys was surveyed to critique the group and suggest ways that it can be more effective. A committee of one partner, one senior counsel and three associates has been working to establish the correct balance of professional development, networking within and outside the firm, and community involvement to meet the needs of our women attorneys.

In addition to participating in our women’s affinity group, some of the firm’s more senior female associates participate in the Mentium 100 program. Mentium is a leadership development program for mid-level businesswomen that provides one-to-one mentoring, business education and networking opportunities.

#### **New Practices and Initiatives**

The firm is continually looking for new ways to support the practices of women and diverse attorneys. In 2007, we established a new practice group, the Minority and Women Business Enterprise Practice Group, to provide comprehensive services to this growing group of entrepreneurial business leaders. Led by Linda Paullin-Hebden in our Southfield office and LaMont Walker in our Grand Rapids office, the group is dedicated to providing specific legal services to minority- and women-owned businesses. The group also works with majority-owned businesses to assist them in developing or enhancing supplier diversity programs.

The firm sent Melissa Collar, who chairs our Construction Law Group and Condominium Group, to the first American Bar Association's Women Rainmakers Mid-Career Workshop. This workshop allowed participants to network with other successful attorneys and to learn about tools to help each participant assess her career, client relationships and personal lifestyle requirements in order to maximize her rainmaking capabilities.

The firm also recruited Ric Roane, a prominent and openly gay attorney, as a partner in our family law practice. Ric has been in private practice for two decades, concentrating on domestic-relations litigation, including divorce, child custody, pre- and post-nuptial agreements, nonmarital domestic relationships and complex business valuation and distribution. He is a member of the American Academy of Matrimonial Lawyers and is the co-editor of the sixth edition of *Michigan Family Law*.

### Ongoing Educational and Sponsorship Opportunities

As a firm, Warner Norcross values education and learning, both professionally and personally. Throughout the year, we sponsored a number of educational programs that looked inward to reach our attorneys and staff and others that reached out to the communities in which we live and work.

Our Diversity Lunch-and-Learn programs for attorneys and staff explored the impact of generational differences on the workplace and how specific cultural differences affect our Asia business practice. (For a more detailed look at the generational differences program, you can go to page 4.) In addition, the firm continued to encourage attorneys and staff to participate in our internal workshop, "Diverse Origins, Common Destinies," and in the Institute for Healing Racism offered by the Bob and Aleicia Woodrick Diversity Learning Center at Grand Rapids Community College.

We brought diversity consultant Craig B. Clayton to our 2007 partners' retreat to discuss "Why Diversity Is Critical to the Economic Success of Warner Norcross & Judd." Clayton's research shows how disrespectful and derailing behaviors in the workplace have a direct impact on the bottom line.

Warner Norcross was pleased to help underwrite the award-winning Grand Rapids Civic Theatre's production of "Having Our Say," a play in which the Delaney sisters, two African-American centenarians, tell of their experiences during the Harlem Renaissance, the Great Depression, the Jim Crow era and the civil rights movement. The Firm made tickets available to attorneys, staff and clients to see this compelling story. In 2008, the Firm will sponsor Civic Theatre's production of August Wilson's Pulitzer Prize winning play "The Piano Lesson."

This fall we have been working with the Public Museum of Grand Rapids to develop a prototype diversity training program for businesses in connection with the opening of a new permanent exhibit, "Newcomers: The People of this Place." Warner Norcross is a major contributor to this exhibit, which explores the stories of more than 50 ethnic groups that immigrated to West Michigan. We will use the exhibit to promote an appreciation of the similarities and differences that all of us have brought to our community.

Warner Norcross is proud to support the community programs and exhibits that help us to better understand the diverse communities in which we live. We believe in giving back to the community to promote diversity and inclusion. A complete list of the projects and programs we sponsored in 2007 can be found on page 10.

### Self-Evaluation

A key part of the process of becoming a more diverse and inclusive firm is taking an honest look at our organization to learn more about ourselves. For example, in 2002, we retained a nationally recognized diversity consultant in a year-long process to help us evaluate our Firm and its culture and to lay the groundwork for our efforts to improve diversity and become a more inclusive workplace. This year, we continued to evaluate our progress, through three distinct initiatives.

- o **Cultural audit.** We engaged the Bob and Aleicia Woodrick Diversity Learning Center at GRCC to conduct a cultural audit of our Firm's policies and procedures. The audit will suggest ways that we can revise our policies and procedures to avoid unintended effects and to promote inclusiveness.

“In my work with our supply chain, I deal with a diverse group of clients from around the world – Germany, India, China and Latin America, to name just a few. Going forward, the auto industry is only going to get more diverse. As it does, we’re going to require that the professionals who represent us have the capacity to deal with a diverse group of Bosch associates, customers and suppliers. Warner has the capacity to do that, and to do it well.”

**Judith Lowitz Adler**  
Assistant General Counsel –  
Automotive Group, Robert Bosch LLC

## Reaching out to high school students

*A lawyer for the plaintiff began her opening statement by wringing her hands and blurting out, “I’m nervous.”*

*At one point, a lawyer for the defense stopped in mid-sentence, faced the judge, and asked, “Do I have to wear my jacket the whole time I’m in court?”*

And with those words, Grand Rapids Press columnist Tom Rademacher began a Sunday column on Central High School and the first-ever mock-trial team it fielded in 2006-07. Warner Norcross partner David Skidmore, along with associates Amanda Fielder and Elisabeth Von Eitzen, volunteered their time for two semesters to teach the law and government class that would prepare the students for their courtroom debuts.

The mock-trial program is sponsored by the Michigan Center for Civic Education. Historically, the program gets great participation from suburban schools, but little if any from inner-city schools. The Warner Norcross team wanted to change that.

During the 2006-07 school year, Warner Norcross attorneys spent four mornings each week at Central teaching the class, which had 11 Hispanic and African-American students. Under the guidance of the firm’s experienced litigators, Central students spent the better part of seven months preparing their cases, developing presentation skills and learning about the court system and legal procedures.

“I loved the energy of the classroom and the enthusiasm of the students, who were quick to learn and who enjoyed the opportunity,” Skidmore explained. “As a long-time recruiter for the firm, I felt it was important to reach out to inner-city students and show them how they can succeed professionally – and that working as a lawyer or paralegal is a career option within their grasp.”

More than a dozen teams competed locally to advance to the state competition. As Tom Rademacher noted in the closing to that same column: “*Central wasn’t one of them. But for their exemplary performance, they were awarded one of three honorable mentions. They celebrated with dinner afterward at the Sundance Grille. And in ways that some of us might never understand.*”



“Whirlpool’s corporate commitment to diversity and inclusion guides everything we do, from recruiting to leadership development. We expect our partners will share this commitment with equal focus and dedication. Diversity was a key criteria in our selection of Warner Norcross as our National Business Counsel in 2007.”

**David Grumbine**

Senior Counsel, Whirlpool Corp.  
(NYSE: WHR)

- **Diversity scorecard.** We are developing a standard set of key data that we can use as one measure of our progress. By tracking recruiting and attrition rates, assignment of career enhancing projects to women and minorities and leadership positions held by women and minorities, we can identify our progress and those areas in which we need to improve.
- **Exit interviews.** To ensure that we get the best information about why people leave the firm, we have hired an outside consultant to conduct anonymous, detailed exit interviews that supplement the written survey we ask each exiting attorney or staff member to complete.

It’s worthwhile to note that Warner Norcross sought out – and received – some external evaluations of our workplace from other organizations this year. Warner Norcross was one of 20 North American law firms and 148 companies worldwide to participate in an annual benchmarking survey by Catalyst, a leading not-for-profit organization that works with businesses and professional firms to build inclusive environments and expand opportunities for women at work. The benchmarking survey provided us the opportunity to compare our diversity and inclusion programs with those of other leading law firms and businesses.

Warner Norcross also participated in the “Guide to Law Firm Diversity Programs,” compiled by Vault and the Minority Corporate Counsel Association, in which law firms respond to standard questions about their diversity initiatives. This guide is an invaluable tool for prospective clients and attorneys – as well as our own firm – to compare our initiatives with other leading firms around the country.

We have also been asked to be a pilot organization in a new program to measure businesses and firms against standards of a racism-free organization. The pilot, which has been developed by the Partners for a Racism-Free Community, arose from the annual Grand Rapids GRACE Summit on Racism. A select group of leading for- and non-profit organizations in our community have been invited to participate.

In addition, our Grand Rapids office was named one of the “Best & Brightest Places to Work” for a fifth year in a row. For the first time, our Southfield office received the same honor – and was the only large law firm in that market to be so recognized. Our Southfield office was also recognized by Crain’s Detroit Business as one of the “Cool Places to Work in Metro Detroit.” Our commitment to diversity was key in both processes.



## Recognized leaders

Two Warner Norcross attorneys were recognized by The Grand Rapids Business Journal in its “40 Under 40 Business Leaders:” Melissa Collar and Albert Yu Chang. The annual awards acknowledge the contributions that up-and-coming professionals make to the business community in West Michigan.

### Melissa Collar

Melissa Collar is a partner at the firm who concentrates her practice in construction and real estate law. A licensed real estate broker, she chairs two Warner Norcross practice groups – Construction and Condominium – and lectures widely to professional groups.

Engaged both personally and professionally, Melissa is a leader among her peers and in the community. She has been recognized as a Super Lawyer in a peer-review process of all Michigan attorneys and as a Woman of Distinction by the YWCA. A co-founder of the West Michigan chapter of Inforum, a businesswomen’s leadership and networking group, Melissa was elected to the statewide board of directors this year.

Melissa is a past chair of the board of directors of Better Business Bureau, in addition to being a past board member for Habitat for Humanity of Eastern Ottawa County and the Women’s Resource Center in Grand Rapids. She is also a member of the 2007 class of Leadership Grand Rapids.

### Albert Yu Chang

Since joining Warner Norcross in 2005, Albert Yu Chang has become active in the practice of international business law and with organizations that promote connections between multiple cultures. He concentrates his practice in business and corporate law.

Albert is licensed to practice both in the Philippines and in Michigan. Being a native of the Philippines and Chinese by ethnicity, he speaks Filipino, Mandarin Chinese and Minnan Chinese. He is one of Warner’s representatives to the Michigan Global Partnership and other trade missions.

Albert holds several leadership positions, including vice chair of the Asia-Pacific Committee of the American Bar Association Section of International Law. He is also director and secretary of the Asian Health Outreach Foundation and a member of the Chinese Association of West Michigan and the Asian Professionals Organization, all in West Michigan. He also serves as manager of business development in West Michigan for the Detroit Chinese Business Association.

Melissa and Albert are testament to the exceptional caliber of young attorneys who contribute daily to the advancement and growth of Warner Norcross. We encourage all attorneys to seek leadership opportunities in professional and community organizations, and are proud that the contributions Melissa and Albert have made have been recognized by *The Grand Rapids Business Journal*.

## Continued Commitment to Diversity

As Managing Partner of Warner Norcross, I am pleased with the results detailed in these pages. While all of our attorneys and staff have contributed positively to our diversity efforts, I would like to commend the work of two individuals in particular.

Carin Ojala, our Director of Professional Development, has been a tremendous asset in her new role. In 2006, Carin made the transition from the full-time practice of law to a newly created position working directly with our 63 associates. She has devised creative programs and initiatives that assist us with recruiting and retention. She has also helped us to be proactive in identifying potential issues in the associate ranks before they become problems.

Rodney Martin, our Diversity Partner, has been a strong and visible leader in developing and executing our diversity initiatives. He is focused and passionate about diversity. Having Rodney as the driving force behind our diversity programs has had a huge impact on our progress. He brings accountability to the process and has been a critical component on this journey.

In the coming year, we will continue our efforts to recruit women and minorities to join our practice and serve our clients. And we will continue to set in place programs and initiatives designed to increase retention and facilitate the advancement of all of our attorneys and staff. In so doing, we will become a better, stronger organization.

As a firm, we remain committed to being a leader in diversity, responsive to the expectations of our clients and proactive in fostering an inclusive workplace where all of our attorneys and staff can achieve their greatest potential. We believe that our differences in heritage, culture and gender make us better able to serve our clients. We look forward to sharing our 2008 results with you in next year's diversity annual report.



Douglas E. Wagner  
*Managing Partner*

## Financial support for diversity

**In addition to the Minority Scholarship Program, Warner Norcross provides financial support for many local and state-wide diversity programs, including:**

- o A long-term commitment as a major sponsor of the Grand Rapids Community College Diversity Lecture Series
- o A long-term commitment as a major sponsor of the permanent Ethnic Heritage exhibition to open in 2007 at the Public Museum of Grand Rapids
- o Annual Minority Business Celebration event sponsored by the Grand Rapids Area Chamber of Commerce
- o Holland Area Chamber of Commerce Business Connections Recognition Luncheon
- o Annual Racial Justice Summit sponsored by the Grand Rapids Area Center for Ecumenism
- o Detroit Symphony Orchestra, Minority Fellowship Program
- o Dr. Martin Luther King Jr. Celebration at Grand Rapids Community College
- o Radio in Black and White ([www.radioinblackandwhite.com](http://www.radioinblackandwhite.com))
- o Grand Rapids Area Chamber of Commerce Diversity Visionary Award
- o City of Grand Rapids Community Relations Commission
- o Grand Rapids Civic Theatre, Production Sponsor for "Having Our Say"
- o Hispanic Center of Western Michigan and its Latin Extravaganza event

### Women's events:

- o Inforum, Platinum sponsor
- o Michigan Women's Foundation 2007 Women of Achievement and Courage Celebration
- o YWCA 2007 Tribute!

**Trombonist Michael Robinson, Jr., is the 2007-2008 recipient of the Detroit Symphony Orchestra African-American Orchestra Fellowship, which is sponsored by Warner Norcross.**



“I was inspired when I saw Warner’s first Diversity Annual Report – in fact, I asked for a dozen copies so that I could share them with my team at Spartan Motors and with other business associates. The firm’s commitment to diversity is impressive in its breadth and scope.”

**John E. Szykiel**

President and CEO, Spartan Motors, Inc.  
(Nasdaq: SPAR)

Demographic Profile as of November 1, 2007

	Race	Female	Male	Total
Associates	African American	2	1	3
	Asian	3	3	6
	Caucasian	24	28	52
	Hispanic	2	1	3
	<b>Total</b>	<b>31</b>	<b>33</b>	<b>64</b>

	Number	Percentage
Females	31	48.4%
Minorities	12	18.8%

	Race	Female	Male	Total
Partners	African American	0	0	0
	Asian	0	0	0
	Caucasian	9	94	103
	Hispanic	0	0	0
	<b>Total</b>	<b>9</b>	<b>94</b>	<b>103</b>

	Number	Percentage
Females	9	8.7%
Minorities	0	0%

	Race	Female	Male	Total
Counsel and Senior Counsel	African American	0	1	1
	Asian	0	0	0
	Caucasian	4	6	10
	Hispanic	0	0	0
	<b>Total</b>	<b>4</b>	<b>7</b>	<b>11</b>

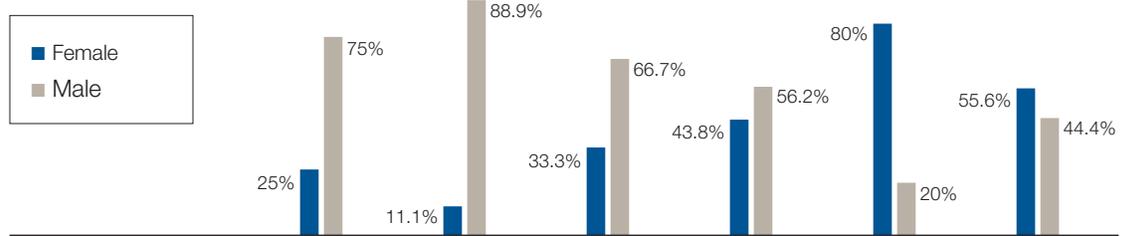
	Number	Percentage
Females	4	36.4%
Minorities	1	9.1%

	Race	Female	Male	Total
All Attorneys	African American	2	2	4
	Asian	3	3	6
	Caucasian	37	128	165
	Hispanic	2	1	3
	<b>Total</b>	<b>44</b>	<b>134</b>	<b>178</b>

	Number	Percentage
Females	44	29.7%
Minorities	13	7.3%

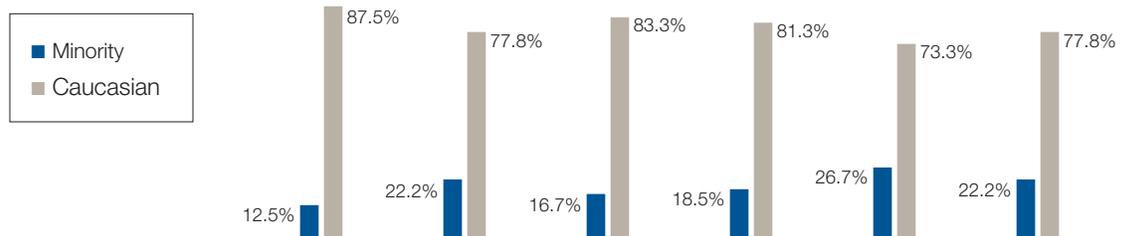
**Associates hired by gender**

	2002	2003	2004	2005	2006	2007
Female	2	1	2	7	12	10
Male	6	8	4	9	3	8
<b>Total</b>	<b>8</b>	<b>9</b>	<b>6</b>	<b>16</b>	<b>15</b>	<b>18</b>



**Associates hired by race and ethnicity**

	2002	2003	2004	2005	2006	2007
African American			1	1	1	1
Asian		2		1	2	2
Caucasian	7	7	5	13	11	14
Hispanic	1			1	1	1
<b>Total</b>	<b>8</b>	<b>9</b>	<b>6</b>	<b>16</b>	<b>15</b>	<b>18</b>



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