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News Release

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NEW ISSUE OF VIEWPOINT MAGAZINE NOW AVAILABLE

New York, January 12, 2010 — [Marsh & McLennan Companies](http://www.mmc.com), Inc. (MMC) has published Volume 1, 2010 of *Viewpoint*, the journal that highlights the firm's latest thinking on today's critical issues and risks. The new issue is available for download on mmc.com and contains the following articles:

- *Not Out of the Woods: Wholesale and Investment Banking in the Post-Crisis Era* — While there have been more bright spots for institutions active in capital markets and investment banking, Edward Moynihan, Matthew Austen, and George Morris of [Oliver Wyman](http://www.mmc.com) believe that uncertainty around regulatory reform, resource constraints, accounting rule changes, and new governance priorities underscore challenges that still lie ahead. They explore the current situation in this industry brief, including longer-term growth trends that are positive for participants who are, or can become, well-positioned to exploit them.
- *Transforming Pensions and Health Care: Employers as Players or Spectators?* — Against the backdrop of the World Economic Forum report *Transforming Pensions and Healthcare in a Rapidly Ageing World: Opportunities and Collaborative Strategies*, produced in collaboration with [Mercer](http://www.mmc.com) and the Organization for Economic Co-operation and Development, John Betts of Mercer takes a close look at how employers need to engage with governments, individuals, health care providers, and financial institutions to meet the challenge of burgeoning costs for pensions and health care and secure a sustainable future for these benefits.
- *U.S. Health Care: The Rest of Reform* — Now that health care reform legislation has been produced by Congress, there's the notion that the U.S. is nearly done reforming health care. Tom Main, Jason Grau, and Mike Weissel of [Oliver Wyman](http://www.mmc.com) argue that nothing could be further from the truth. They offer suggestions on the next path reform should take, including initiatives to coordinate care, align incentives, and standardize practices.

- *Reinsurance Innovation: Committing to the Leading Edge* — Innovation is a competitive advantage in the reinsurance industry, where existing practices and technology are quickly outpaced by emergent risks. Chris McKeown, CEO of [Guy Carpenter's](#) Global Analytical and Specialty Practices, takes a close look at the challenges of innovation as well as the benefits industry participants derive from getting into the game early.
- *Corporate Security: More than a Lock on the Door* — Business leaders regularly take steps to “secure the future of their organizations” but often overlook security itself. Jason Straight of [Kroll](#) writes that security threats are financial threats, and mitigation of personnel risks, information security risks, and intellectual property risks should be integral parts of any organization’s strategic plans.
- *Building a Common Approach to Managing Risk: The Challenge of ISO 31000* — With the release of risk management standard ISO 31000 by the International Organization for Standardization, the global insurance marketplace and companies worldwide will for the first time have the basis for a standard approach to managing risk. Mathew Allen of [Marsh Risk Consulting](#) writes that the new standard will unify fragmented terms, concepts, and practices that have been a source of confusion within every enterprise risk management discussion.

MMC is a global professional services firm providing advice and solutions in the areas of risk, strategy and human capital. It is the parent company of a number of the world’s leading risk experts and specialty consultants, including Marsh, the insurance broker and risk advisor; Guy Carpenter, the risk and reinsurance specialist; Mercer, the provider of HR and related financial advice and services; Oliver Wyman, the management consultancy; and Kroll, the risk consulting firm. With approximately 52,000 employees worldwide and annual revenue of \$11 billion, MMC provides analysis, advice and transactional capabilities to clients in more than 100 countries. Its stock (ticker symbol: MMC) is listed on the New York, Chicago and London stock exchanges. MMC’s website address is www.mmc.com.