MARSH

West Zone

2012 ACADEMY OF RISK CALENDAR OF EVENTS

Marsh's Academy of Risk is dedicated to providing educational resources—including research surveys, risk publications, seminars, webinars, and New Reality of Risk® webcasts—to our current and future clients. Through the Academy, we can help you find the upside to your risk by: learning more about risk management; staying current on hot topics, legislation changes, and new approaches to controlling risk and costs; and forming industry peer-to-peer relationships that enable discussion on industry-specific topics and trends.

ACADEMY OF RISK CURRICULUM

- **Hot Topic Series**
  Explore timely topics to understand issues, trends, and opportunities.
- **Industry Issues**
  Gain knowledge and exchange best practices during industry-specific discussions with a mix of industry peers.
- **Core Course Series**
  These courses are designed for those who want to gain a better understanding of risk, insurance, and other risk transfer techniques.
- **New Reality of Risk (NROR)**
  Listen to Marsh's thought leadership on critical risk issues.

Individual invitations will be sent for each event. You are welcome to attend events at any location. Events are subject to change.

Please contact your local Marsh representative or visit www.marsh.com for the latest schedule of events.

**Available to Marsh clients only*

JANUARY

- **Retail/Wholesale, Food & Beverage National Webinar: 2012 Property Market**
  Wednesday, January 11
- **Healthcare CEO Roundtable***
  Tuesday, January 17
  Los Angeles
- **FINPRO Roundtable: D&O Claims and Litigation Trends***
  Tuesday, January 24
  San Francisco
- **New Reality of Risk Webcast: Insurance Markets in 2012**
  Wednesday, January 25
- **Enterprise Risk Management Symposium**
  Friday, January 27
  Salt Lake City

FEBRUARY

- **Communications, Media & Technology Executive Briefing Webinar**
  Tuesday, February 7
- **Risk Management 101 Webinar Series: The Basics of Casualty, Property and FINPRO**
  Thursday, February 9
  Thursday, February 23
  Thursday, March 8
- **New Reality of Risk Webcast: Claims**
  Wednesday, February 15

MARCH

- **New Reality of Risk Webcast**
  Wednesday, March 14
- **Annual Directors & Officers Liability Briefing**
  Denver, Los Angeles, Newport Beach, Phoenix, Portland, Salt Lake City, San Diego, San Francisco, Seattle

MARSH

- **Regional Retail/Wholesale, Food & Beverage Client Advisory Council***
  San Francisco

APRIL

- **New Reality of Risk Webcast: Workers' Compensation**
  Wednesday, April 11
- **Retail/Wholesale, Food & Beverage National Webinar**

MAY

- **Communications, Media & Technology Executive Briefing Webinar**
  Tuesday, May 8
- **Risk Management 201 Webinar Series**
  Tuesday, May 8
  Tuesday, May 22
  Tuesday, June 5
- **New Reality of Risk Webcast: Cyber/Social Media Risks**
  Wednesday, May 23

JUNE

- **New Reality of Risk Webcast: Excellence in Risk Management**
  Wednesday, June 20

JULY

- **New Reality of Risk Webcast: Insurance Market Report Midyear Update**
  Wednesday, July 18
- **Retail/Wholesale, Food & Beverage National Webinar**

AUGUST

- **Communications, Media & Technology Executive Briefing Webinar**
  Tuesday, August 7

SEPTEMBER

- **New Reality of Risk Webcast: Supply Chain**
  Wednesday, September 19
- **Risk Management 301 Webinar**
- **National Communications, Media & Technology Client Risk Forum**

OCTOBER

- **New Reality of Risk Webcast: Doing Business in Asia**
  Wednesday, October 24
- **Retail/Wholesale, Food & Beverage National Webinar**
- **Financial & Professional (FINPRO) Risk Issues Seminar**

NOVEMBER

- **Communications, Media & Technology Executive Briefing Webinar**
  Tuesday, November 6
- **New Reality of Risk Webcast: Emerging Risks**
  Wednesday, November 28

DECEMBER

- **Construction Super Conference**

DATES PENDING

- **Construction Industry Events**
- **Environmental Risk Practice Roundtable Series, Seattle***
- **FINPRO Roundtable Series, San Francisco***
- **HealthCare CEO Roundtable: Workers' Compensation***
- **HealthCare Summit (National)**
- **Marsh Risk Consulting Webinar Series**
- **Media Industry Roundtable**
- **Real Estate Industry Events**
- **Retail Client Advisory Council (National)***
- **Retail/Wholesale, Food & Beverage "Now What?" Regional Webinar Series**

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