

MARSH

Event Updates



Upcoming Events

Name of Event	Business	Month	City	Date
Japan Client Services	Marsh	March	Chennai	13 March 2026

2026 Events highlight

PEMA Pickleball event 2026 (February 28, 2026 in Mumbai)

The event saw participation from more than 40 players, with deep client interaction for over 6 hours. There was enthusiastic participation from intra-Marsh colleagues across other teams such as FINPRO, Marketing, supporting the potential for the sport being a good choice for internal engagement as well.

Specifically, over the course of the engagement with clients the non-traditional, activity-led format enabled more natural conversations and relationship-building compared to a conventional networking setup. Several participants expressed appreciation for this experiential approach and the opportunity to connect in a relaxed environment, reinforcing the value of differentiated engagement formats.

Here are a few photographs from the event –



2025 Events highlight

India Cyber Conference 2025 – Key Highlights

India's digital transformation hinges on robust cybersecurity, evolving risk management, and strategic collaboration to ensure resilience and trust.

India's Digital Governance:

- Cybersecurity is central to safeguarding India's vast digital public infrastructure (DigiLocker, UMANG, Aadhaar) and enabling secure, accessible services.
- Strong data governance, digital trust, and continuous monitoring are vital amid rising cyber threats requiring multi-stakeholder collaboration.
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Enterprise Cyber Resilience:

- Shift from reactive to predictive, intelligence-led security models embedded in business strategy enhances detection, response, and recovery.
- Diverse talent and mature incident response playbooks are critical for operational readiness and sustained resilience.

Cross-Functional & Cultural Imperatives:

- Cybersecurity requires board-level focus and alignment across IT, legal, finance, and leadership to build a security-first culture.
- Unified privacy and cybersecurity governance with clear accountability drives continuous risk communication and data oversight.

Regulatory & Strategic Outlook:

- The DPDP Act and sectoral guidelines elevate data protection roles and mandate measurable cyber risk frameworks.
- Public-private partnerships accelerate India's digital journey and strengthen national cyber readiness through intelligence-led strategies

Evolving Cyber Risk Landscape:

- Complex threats like AI-driven attacks and supply chain vulnerabilities demand heightened board-level accountability and integrated risk oversight.
- Cyber insurance is growing as a strategic tool, factoring systemic risks and emphasizing coordinated response across insurers, brokers, and enterprises.

India Cyber Conference 2025 – Visual highlight

November 2025



PEMA Annual Mixers 2025 – Key highlight

At the PEMA M&A Insurance Mixer 2025: Deals & Dialogue, we brought together some of the most experienced underwriters operating in India's transactional risk market and the conversation delivered exactly what Deals & Dialogue was built for: expert insight, honest dialogue, and a clear path forward.

Here are the key takeaways from our panel on Evolving solutions. Efficient processes. Effective protection.

Evolving Solutions

- Tax insurance is maturing fast. The market is expanding well beyond traditional treaty risks now covering complex domestic exposures, GST issues, evolving treaty interpretations, and nuanced, high-value scenarios.
- Underwriting expertise is deepening. With more experience and data, insurers are approaching Indian risks with greater sophistication and flexibility.

Efficient Processes

- Early involvement of broker and early alignment between due diligence, transaction documents and underwriting focus areas is now a clear differentiator, cutting follow-up questions and improving coverage positions.
- High-quality vendor due diligence packages are enabling faster underwriting, reduced sampling questions, and smoother execution.
- Competition is accelerating efficiency. More underwriters in the India market means faster responses, more consistent processes, and better on-ground experience.
- Coverage innovation is real and accelerating. Enhancements such as VDR scrape, DDR disclosure scrape, ABAC coverage, blind-spot cover, new breach cover, and US-style underwriting positions are now increasingly accessible.

Effective Protection

- Claims are here and being paid. The market is seeing higher volumes of notifications, faster resolutions, and increased comfort with complex claims.
- Most claims stem from tax issues and financial warranties, mirroring global trends — but emerging markets data shows a disproportionately high number of large claims.
- Claims are collaborative, not adversarial. The biggest misconception? That a claim is a fight. In reality, insurers emphasize on partnership, transparency, and a solution-driven approach throughout the lifecycle.

W&I and tax insurance in India are no longer “emerging products.” They are active, evolving tools supporting dealmaking, risk allocation, and certainty backed by insurer appetite, innovation, and a rapidly improving claims track record.

PEMA Event – Visual highlight

November 2025



India Construction Conference (ICC) 2025 – Key highlight

India Construction Conference (ICC) 2025 was held at a pivotal moment for the industry – the risks are unprecedented, but resilience will be rewarded.

As India heads toward becoming the world's 3rd largest economy, success not only hinges on strong, sustainable infrastructure, but also on smart risk management.

Crucially, risk must be owned and not passed around. To achieve this in a landscape as large and complex as India's, every stakeholder in the value chain will need to be engaged, from government bodies and banks to contractors and suppliers.

The three primary challenges in the region are:

- Efficient resource management and utilization.
- Fostering and retaining key skills.
- Improving contract clarity to ensure proper risk transfer.

While risk mitigation is critical, the pervasiveness of global challenges means that Indian organizations must also be resilient in the event of setbacks. Today's rising geopolitical and economic pressure calls for more sophisticated predictive capabilities.

Sophisticated players see that the risk manager role is evolving in response to current conditions, shifting away from traditional backend origins, and taking on more proactive, frontend responsibilities. Risk managers need to understand that insurance is becoming an increasingly flexible, customizable set of products – and that pricing should no longer be the sole driver of purchasing decisions.

Future industry leaders that conduct effective risk engineering and implement robust preventative measures will share a common understanding – profit should not come at the cost of resilience. For instance, fire safety and management activities are not one-stop-shop activities, a continuous, top-down process is required.

Equipped with 150 years of risk management expertise, Marsh stands ready to help the organizations building India's bright future ensure 'outcome certainty.'

India Construction Conference – Visual highlight

November 2025



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We are leaders in risk, strategy and people. One company, with four global businesses, united by a shared purpose to build the confidence to thrive through the power of perspective.