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THINK BEYOND. STAY AHEAD.



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## INDIA'S MOST INFLUENTIAL CEOs 2026

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Celebrating India's most influential CEOs driving growth, innovation, and leadership excellence, shaping industries, transforming businesses, and powering the nation's global economic future.

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This Feature is curated by the Brand Team of Outlook Publishing India Pvt. Ltd.



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# Reshaping How India Gets Insured

From the General Insurance Council to Bima Sugam, Dr. Tapan Singhel is quietly designing the future of how a billion people buy, sell, and experience insurance.

In the tapestry of India's insurance industry, few names shine as luminously as Dr. Tapan Singhel. Across a career of more than 35 years, he has been a central architect in shaping and transforming the country's insurance landscape. A founding member of Bajaj General Insurance Limited (formerly Bajaj Allianz General Insurance Company) and its Managing Director and CEO for over 14 years, he has steered the organisation with unwavering conviction, building it into a company that serves more than 17 crore customers. Its reach today spans over 1,000 locations nationwide, supported by 1,26,000 agents, 230 bancassurance partners, and 9,000 motor dealer partners.

Dr. Singhel occupies a rare position at the intersection of industry, regulation, and policymaking. He serves as Chairman of the General Insurance Council, Chairman of the CII National Committee on Insurance and Pensions, and sits on the Insurance Advisory Committee of IRDAI and the Pension Advisory Committee of PFRDA. As co-chair of the Regulation Review Committee, he has driven major revisions to the regulatory framework, pushing

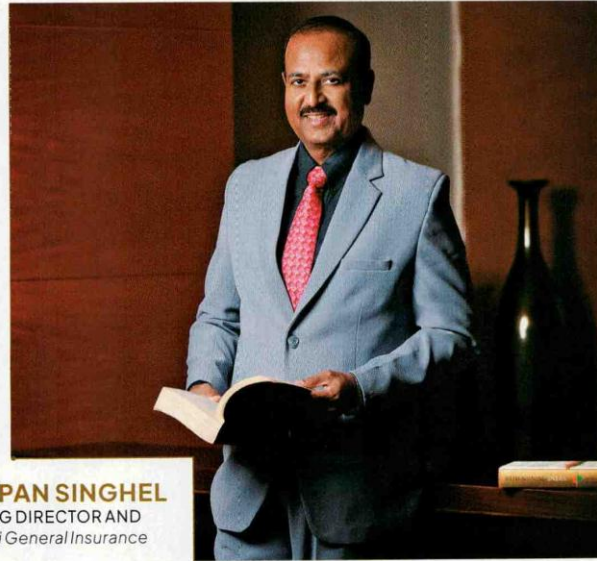
the sector toward principle-based regulation. As a core member of Bima Vistaar and Bima Vahak, he has helped design a model to carry comprehensive protection into rural India through a dedicated grassroots network. And as Founding Director of Bima Sugam, he is creating the unified digital marketplace set to redefine how insurance is bought and accessed.

His chairmanship of the General Insurance Council has been defined by decisive action and industry-wide collaboration. Under his watch, the Council launched the pathbreaking "100% Cashless" initiative, among the most significant health insurance interventions in recent memory, aimed at delivering a frictionless experience for policyholders while easing administrative strain across the healthcare ecosystem. He also took on the long-standing problem of uninsured vehicles, bringing it sustained national attention through engagement with policymakers and ministries and

prompting stronger enforcement discussions on mandatory motor cover. His tenure has further laid the groundwork for the Council's evolution into a robust Self-Regulatory Organisation, a shift expected to strengthen self-governance and long-term sectoral growth.

Recognition has followed at every turn. From the Lifetime Achievement Award at the 25th Asia Insurance Industry Awards to repeated honours as CEO of the Year, his mantle is adorned with accolades celebrating both strategic brilliance and human-centric leadership.

Yet beyond the boardrooms, policymaking, and awards, Dr. Singhel is a thought leader in his own right, engaging more than 6.8 lakh followers on LinkedIn, where his insights inspire professionals across industries. His honorary doctorates and professorships from esteemed institutions reflect a stature that bridges academia and the corporate world, marking him as both practitioner and mentor.



**DR. TAPAN SINGHEL**  
MANAGING DIRECTOR AND  
CEO, Bajaj General Insurance  
Limited