

Worshipful Company of Entrepreneurs

19th February 2026

Speech: Insurance & Professional Services Readiness

Master, Wardens, distinguished Entrepreneurs, ladies and gentlemen,

It is a real pleasure to join you this evening. As Master of the Worshipful Company of Insurers, I warmly welcome your theme this year—‘Scaling Enterprise. Funding Ambition’. It speaks not only to the energy of this Company, but to the essential role the City must continue to play in helping great businesses scale with confidence.

You have asked for observations on the readiness and capacity of the insurance and professional services

sectors to support scaling businesses, and to innovate in support of entrepreneurs across the UK.

My answer is clear: both sectors are ready—and more importantly, they are moving.

‘Do It in London’: A City Built for Scaling

London remains the most connected business ecosystem in the world. Nowhere else brings together insurers, investors, technologists, consultants and professional advisers with such density and immediacy. That proximity accelerates decision-making, clarifies risks, sharpens propositions, and gives scaling businesses a launchpad with global reach.

Insurance Sector Readiness

Today’s insurance sector is evolving faster than many realise. The UK is now home to one of the world’s most active insurtech communities, driving new approaches to pricing, automation and data-led underwriting.

Insurers are not only protecting businesses—they are helping them secure investment by making risks clearer, more transparent and more manageable. Faster underwriting, richer data, and more agile product design mean the sector can keep pace with founders who move at speed.

Professional Services as the Engine of Scale

Professional services—legal, actuarial, analytical, consultancy—remain one of the UK’s strongest assets. These firms help founders demonstrate governance, resilience and investment readiness. They shape the financial, structural and strategic discipline that allows ambition to attract capital.

Together, insurance and professional services create the conditions that allow enterprise to scale.

A More Creative Relationship with Risk

A few years ago, your guest speaker, insurance heavyweight and entrepreneur Robert Hiscox encouraged the UK to adopt a more ‘creative relationship with risk’. That spirit is needed now more than ever.

Creativity is not reckless, it is the courage to design solutions for new technologies, new markets and new business models. Entrepreneurs live at the frontier of possibility. Our job, across the City, is to ensure the runway beneath them is long enough, strong enough and flexible enough for them to take off.

Closing

Your Company’s work to connect scaling businesses with investment—here in the City of London and across the wider UK—is vital. It is a practical expression of ‘Scaling Enterprise. Funding Ambition’.

As Master of the Worshipful Company of Insurers, I believe our role is clear: to give entrepreneurs the confidence to take bold steps; to ensure ambition is not constrained by uncertainty; and to build the structures that turn innovation into impact.

The UK is full of talent. The City is full of capability. And together, we can turn ambition into enterprise—enterprise into scale—and scale into national benefit.

Thank you.

And let me finish with this: entrepreneurs move fast and break things... insurers move carefully and price things... It's amazing we get on at all — but when we do, the results are spectacular.