

Emma Douglas appointed new Chair of The Pensions Regulator

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The Department for Work and Pensions has today announced the appointment of Emma Douglas as the new Chair of The Pensions Regulator (TPR).

Bringing more than 25 years of experience in the investment management and pensions industry, Emma has served as Wealth Policy Director at AVIVA as well as Chair of Pensions UK, the trade body for the UK pensions industry. Her five-year term begins on 1 July 2026, when current Interim Chair Kirstin Baker steps down.

The appointment comes as the pensions landscape undergoes its most significant transformation in a generation. TPR will play a central role in delivering reform to the pension landscape that secures long-term financial security for people in retirement.

Minister for Pensions, Torsten Bell, said:

Emma Douglas takes on this role as we deliver the most ambitious reform of the pensions landscape in a generation, all focused on making the system work harder for savers.

TPR plays a crucial role in this and protecting the retirement savings of millions of working people across the UK, and I look forward to working with Emma to make sure every worker in this country gets the retirement they've worked for.

Newly appointed Chair of The Pensions Regulator, Emma Douglas, said:

I am delighted to be appointed Chair of TPR at such a pivotal moment for pensions. The pension reform agenda represents one of the most significant transformations of the system in generations, and TPR has a key role in ensuring its successful delivery.

Throughout my career in the pensions industry, I have focused on helping people achieve a sustainable income in retirement, and I look forward to continuing this work at TPR alongside the CEO and TPR's dedicated team, so we remain a strong, adaptable, resilient and inclusive regulator.

TPR is the UK's statutory body responsible for protecting the retirement savings of millions of workers across the country. It oversees workplace pension schemes, ensures employers meet their legal obligations, and works with government and fellow regulators to drive better outcomes for

savers.

Nausicaa Delfas, CEO of The Pensions Regulator, said:

At this pivotal moment for the pensions sector, I'm delighted to welcome Emma Douglas as TPR's new Chair.

Emma brings a wealth of market experience that will be invaluable in helping to create a system that provides people with a sustainable income in retirement, security and value for all, and that could support UK prosperity more widely."

The appointment follows an open competition regulated by the Office for the Commissioner of Public Appointments.

Further information

- The Chair of the TPR Board leads a group of non-executive and executive directors in the leadership of TPR.
- In her capacity as Chair, Emma Douglas is entitled to an annual remuneration of £92,300 reflecting a time commitment equivalent to 130 days per year.

<https://www.gov.uk/government/news/emma-douglas-appointed-new-chair-of-the-pensions-regulator>