



October 8, 2025

The Honorable Janet Dhillon  
Director  
Pension Benefit Guaranty Corporation  
PO Box 151750  
Alexandria, VA 22315-1750

Dear Director Dhillon,

We write on behalf of [SHRM](#) and our nearly 340,000 HR professionals and business executive members to congratulate you on your confirmation to serve as the Director of the Pension Benefit Guaranty Corporation (PBGC). As the trusted authority on all things work, SHRM is the foremost expert, researcher, advocate, and thought leader on issues and innovations affecting today's evolving workplaces. SHRM remains committed to focusing on policy, not politics, and makes a strong effort to reach across party lines and work with *all* administrations to protect workers' lives and livelihoods.

As the Director of the PBGC, you lead the agency that protects the retirement security of roughly 31 million American workers in private-sector pension plans. Your appointment reflects your years of dedicated public service and your commitment to fostering strong relationships with the business community. SHRM has valued ongoing engagement with you—through meetings and participation in SHRM events—which has greatly enhanced our members' understanding of employer and employee rights, responsibilities, and obligations under various workplace laws.

According to the 2025 SHRM Employee Benefits Survey, 81% of employers ranked "Retirement Savings and Planning Benefits" as extremely or very important, second only to "Health Care-Related Benefits" at 88% and tied with "Leave Benefits." SHRM research shows that retirement benefits remain critical to attracting and retaining talent, as well as supporting financial security. Retirement benefits have generally remained consistent year-over-year. With retirement savings plans still among the most important benefits in the eyes of employers, their value is clear.

Your expertise in workplace issues will be a tremendous asset to PBGC and the broader workforce. SHRM is committed to advancing policies that expand access to retirement plans, simplify plan administration, and increase participation. We look forward to working with you to advance clear, balanced, and consistent workplace policies that support the long-term success of America's workers and workplaces.

Sincerely,

Johnny C. Taylor, Jr., SHRM-SCP  
President & CEO

Emily M. Dickens  
Chief of Staff, Head of Government Affairs &  
Corporate Secretary