

EMILY ROBINSON

ASSOCIATE, Kairos Economics

Background

Emily is a senior competition and regulatory finance practitioner with over 20 years' experience advising on complex competition and market regulation issues. Her work focuses on the financial and commercial analysis underpinning competition and regulatory decisions, including profitability assessment, investment incentives, regulatory strategy, and the design and implementation of remedies.

Emily spent the majority of her career at the Competition and Markets Authority, most recently as Director of Remedies, Business and Financial Analysis. In that role, she led high profile projects across mergers, market investigations and enforcement cases, and played a central role in shaping remedies and developing robust frameworks for financial and commercial analysis.

Selected professional and industry experience

- Senior leadership of the financial and commercial analysis underpinning major merger, market investigation and enforcement cases
- Design, negotiation and implementation of effective and proportionate remedies, including market-wide remedies, charge controls, behavioural commitments, divestments, and penalties
- Expert assessment of profitability and investment incentives
- Extensive experience advising senior decision-makers and Boards under tight statutory deadlines and public scrutiny
- Selected casework:
 - Led the profitability and financial analysis for the Veterinary Services market investigation
 - Delivered the analysis, design and implementation of the charge control in the Mobile Radio Networks market investigation
- Market investigations (selected):
 - Cloud Services (2023), Mobile Radio Networks (2021), Investment Consultants (2017), Retail Banking (2013), Private Motor Insurance (2012), Statutory Audit (2011), Payment Protection Insurance (2007), Classified Directory Advertising Services (2005)
- Mergers (selected):
 - Dye & Durham / TM Group (2021), Menzies Aviation / Airline Services (2018), PayPal / iZettle (2018), Sports Direct / JJB (2009), Ticketmaster / Live Nation (2009), Hamsard / Academy Music / Live Nation (2007)
- Regulatory and Competition Act work (selected)
 - Ofwat PR19 appeals (2020), ORR ticketing (2018), Energy licence modification appeal - Firmus Energy (2016), Leased lines and superfast broadband price control appeals (2016), Competition Act 1998 cases including digital (2021 and 2022) and construction services (2023), advising on remedies and penalties



CONTACT

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EDUCATION

- Postgraduate diploma in Economics for Competition Law, King's College London
- Fellow Chartered Accountant (FCA) and ICAEW member
- MA (Oxon) Modern Languages, University of Oxford