

**Email** – Chemical Industries Association

7 March 2018

We asked our companies for views on the three options of a director appointed from the workforce, a formal workforce advisory panel, or a designated non-executive director.

All three have advantages and challenges. The difficulty we see with being too prescriptive is there is a genuine risk across the economy that those companies who are not genuinely committed to employee engagement and employee voice will just 'tick the box' and treat this as a compliance issue. Companies should be allowed to do what works for them and not be overly constrained by the code and guidance.

Our companies are genuinely interested in employee engagement and employee voice, and as enlightened employers see the value of this to the business and stakeholders as well as our employees. Our approach to health and safety means that we have to be committed to this, but beyond that we feel that organisations including businesses can gain significantly through employee engagement and voice.

We would propose that rather than being mandated about how this should be done, it is best to let organisations decide for themselves what works best in their particular circumstances.