

Creating Good Work at Sofidel: A Practical Guide for Line Managers

Your Role in Delivering Good Work

Line managers play a critical role in shaping the employee experience and organisational culture. Positive manager behaviour is strongly linked to employee wellbeing, engagement and performance (CIPD, 2025a).

The main objective of this guide is to assist Sofidel to consistently perform good work by strengthening leadership ability, improving fairness and supporting its employees from the start of their employment. To achieve this, three priority actions for managers to support their teams and contribute to the long-term success of the organisation are outlined below:

Three Priority Actions for Managers

1

Strengthen People Management Capability

Why it matters?

Managers with strong people-management ability can translate organisational values into everyday practice. Employees are more likely to be engaged, show discretionary effort and stay with their organisation when they feel their manager supports them (CIPD, 2025a).

Over half of employees were willing to provide their feedback, as the employee engagement survey achieved a 56% response rate (Sofidel UK, 2024a). This shows the need for managers to listen and actively respond to employee feedback. Higher trust, reduced turnover risk and a more positive workplace culture are closely linked to effective people management (CIPD, 2025a; Hancock, 2023).



What can you do?

- Hold regular wellbeing check-ins
- Encourage open dialogue
- Provide constructive feedback
- Apply policies consistently

The above practices are consistently advised in CIPD guidance as good people management relies on strong communication, regular feedback and supportive leadership behaviours (CIPD, 2024d).

2

Apply Flexibility Fairly

Why it matters?

Fair and transparent decision-making is more strongly associated with higher trust, engagement and perceptions of organisational justice (Colquitt et al., 2001). Manager behaviour strongly influences how employees experience fairness and organisational practices (Schein, 2010). The negative impact on morale and performance might occur if employees perceive that the flexibility is applied inconsistently as unfair. With the clear frameworks, managers could be supported to apply consistency and balance the operational requirement with employees' wellbeing.



What can you do this month?

Managers can promote fairness and transparency in their decision-making by:

- Discuss flexibility openly with team members
- Apply consistent criteria when approving requests
- Balance operational needs with employee wellbeing
- Document decisions clearly

These principles reflect the core elements of organisational justice, such as consistency, transparency and communication, which help employees view decisions as fair and well communicated through transparent processes (Colquitt et al., 2001).

3

Strengthen Onboarding and Early Support

Why it matters?

Onboarding has a critical role in supporting employees to adjust during the early stages of their new role, otherwise, if job demands exceed the support available, stress and disengagement will be increased (Bakker and Demerouti, 2007). Offering clarity, guidance and early support through strong onboarding also improves managers the ability to improve the wellbeing and performance (Curry, 2022).

Onboarding is critical for employee adjustment during their early stage of employment. When available support does not match with demands placed upon them, employees are more likely to experience stress and disengagement (Bakker and Demerouti, 2007). Effective onboarding can equip managers with the knowledge to provide clarity, guidance and early support, which will improve wellbeing and performance for all involved.

Sofidel's average employee tenure is eight years, which is higher than the manufacturing average of 5.3 years. This underlines the importance of preserving management practices that allow for long-term employee retention (Sofidel, 2025b; Brown, 2024).

What can you do?

- Set clear expectations early
- Schedule structured check-ins
- Identify wellbeing concerns quickly
- Provide role clarity



Howlett, E. (2020) also supports these actions and highlights the importance of ongoing communication, clear expectations and sustained support beyond the first day for effective onboarding.

Your Leadership Makes the Difference

Strengthen People Management Capability



The Manager Impact

Manager behaviour is a key driver in shaping how employees experience work (Schein, 2010). This is reinforced by CIPD (2024d) who stress that effective people management involves the on-going development of communication, coaching and leadership ability. It is the consistent leadership practices that help translate organisational values into everyday actions, by doing this ensuring that good work is experienced across all teams rather than applied unevenly.

Sofidel has seen a turnover rate decrease from 26.8% to 14.4% in departments. This reduction shows the positive impact of effective management practices on workforce stability (Sofidel UK, 2025b).

CIPD (2025a) identifies that there is also a strong relationship between organisation support through a supportive manager and outcomes including discretionary effort, job satisfaction and organisational commitment. Managers can therefore positively influence the development of organisational culture by behaving fairly, communicating openly and focusing on wellbeing, which contributes to sustained organisational success.



What Good Work Looks like at Sofidel

Sofidel's code of ethics focuses on the key values of transparency, fairness and respect (Sofidel UK, 2025a). Good work at Sofidel involves making sure that all employees are heard, and their work is understood that expectations are clear and that decisions are fair and consistent. Strong work is related to higher levels of engagement, well-being and retention at work (CIPD 2025a). This underlines the importance of leading behaviours which build trust and give employees a good experience of working in the organisation.



What can you do in the next 30 days?

- Schedule at least one structured check-in with each team member
- Encourage employees to raise concerns early
- Apply policies consistently across the team
- Reflect on how leadership behaviour influences team culture
- Seek HR guidance where additional support is required

Embedding good work through small, consistent actions can also have a big impact on employee experience (CIPD, 2025a).



Why This Matters for People and Performance

Investing in good work is not only a people initiative but a strategic priority to support organisational resilience. For instance, employees who feel supported are more likely to stay with the business, contribute discretionary effort and do their job effectively (CIPD, 2025a). Manufacturing environments in particular benefit from consistent management practices. Predictable leadership, clear communication and stable routines are needed to reduce disruption, strengthen team cohesion and support sustainable productivity (Curry, 2022).

**SMALL ACTS
BIG IMPACT**



For further information, please contact the HR department.