

Case Study



Learning
Solutions

From Policy to Practice: Turning Responsible Sourcing Commitments into Workforce Behaviors

A global real estate services firm partnered with Judge Learning Solutions (JLS), The Judge Group's learning division, to operationalize its Responsible Sourcing Policy across a complex, global workforce. While the organization had a well-defined sustainability framework, the challenge was ensuring employees could meet these expectations in day-to-day decision-making. JLS developed a practical, scenario-based learning program that translated policy into clear actions, enabling more consistent, risk-aware sourcing behaviors across the enterprise.

THE CHALLENGE

Moving Responsible Sourcing from Policy to Practice

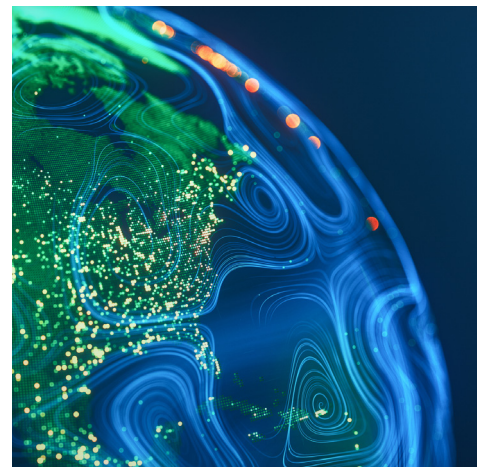
The organization had established a comprehensive Responsible Sourcing Policy aligned with its ESG commitments, covering areas such as ethical conduct, supplier due diligence, human rights, and environmental responsibility. However, the gap between policy definition and real-world execution remained significant.

Employees across regions and functions lacked clarity on how to apply these principles in practice—particularly when balancing business priorities with sustainability expectations or identifying and escalating potential risks. The organization recognized that policy awareness alone would not drive behavior change. A scalable approach was needed to translate complex requirements into practical, role-relevant actions.

THE SOLUTION

Building Workforce Capability Through Real-World Guidance

JLS partnered with the organization to design a workforce enablement strategy focused on operationalizing responsible sourcing. Rather than delivering traditional compliance training, JLS transformed policy requirements into practical guidance employees could apply in real scenarios.



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The resulting learning experience emphasized decision-making, supplier engagement, and risk identification through realistic business situations. Employees were guided on how to evaluate sourcing decisions beyond cost, collaborate with suppliers to drive improvements, and confidently escalate concerns when needed. This approach ensured employees understood not just the policy itself, but how to act on it in their day-to-day responsibilities.



THE RESULT

Embedding Sustainability Commitments into Everyday Operations

The engagement enabled the organization to bridge the gap between sustainability commitments and operational execution. By equipping employees with clear, actionable guidance, the program reduced ambiguity and supported more consistent decision-making across the global workforce.

The initiative reinforced a critical capability: the ability to translate ESG strategy into measurable, real-world behaviors. As sustainability expectations continue to evolve, the organization is now better positioned to demonstrate how its commitments are actively embedded within day-to-day operations.

Many organizations have strong policies in place—but struggle to bring them to life. Judge Learning Solutions helps organizations turn complex strategies into practical behaviors through scenario-based learning and workforce enablement.



Connect with Judge Learning Solutions to start operationalizing your most critical initiatives.