

I CSR Report 2025

If you want to go higher, go deeper

This Turningpoint CSR Report for 2025 presents the key actions implemented by Turningpoint in the areas of **environmental responsibility, social impact, ethics, and sustainable procurement**. It forms part of a broader CSR framework that includes a CSR Charter, four core policies, a multi-year action plan, and a set of performance indicators to guide and monitor our commitments.

This report provides a concise overview of our main CSR initiatives in 2025. Supporting policies, procedures, evidence, and monitoring data are maintained internally and are available for external assessments, including EcoVadis and B Corp evaluations.

The objective is to offer a **clear and concise vision of the most significant initiatives of 2025**, within a documented CSR framework aligned with international standards.

EDITORIAL



Édouard de La Moissonnière
Co-founder, Managing Partner

January 16, 2026

A handwritten signature in black ink, appearing to read 'É. de La Moissonnière'.

"At Turningpoint, responsibility and impact are at the very heart of our purpose. We created Turningpoint to develop communities of visionary, courageous, and responsible leaders, serving the common good and future generations. For us, this commitment takes shape in three ways.

First, through our work with clients. It underpins all our programs, whether individual coaching, team coaching, leadership development programs, or culture transformation initiatives. In some programs, we also invite leaders from non-profit organizations and the Social and Solidarity Economy (SSE) to participate alongside our clients. These encounters create meaningful dialogue between communities that might otherwise never meet, generating lasting value for everyone involved.

Second, through the way we operate as an organization. We strive to build a governance model that is as fair and transparent as possible. We cultivate a culture of care, trust, and collaboration, and we carefully select coaches and team members who share our values. We also apply clear ethical standards when choosing the assignments we undertake, and have, on occasion, decided not to pursue opportunities that were not aligned with our principles.

Finally, through our contribution to society. We provide financial support to organizations working in the social sector and offer pro bono coaching to leaders from the Social and Solidarity Economy. In particular, we are proud of our long-standing partnership with Ashoka.

This commitment led us to become a certified B Corp in 2016, making Turningpoint the first consulting firm of European origin to achieve this certification. We are proud of this milestone, and we see it as an ongoing commitment to uphold the highest standards of social and environmental performance.

In short, we believe that responsible leadership is one of the most powerful drivers of organizational performance and long-term purpose. That is the Turningpoint signature."

PURPOSE

*TURNINGPOINT's MISSION is to...
develop communities of visionary, courageous, and
responsible leaders, serving the common good and
future generations.*

SDGs concerned



Turningpoint has renewed its Manifesto to reaffirm its commitment to its mission.



We believe that responsible leadership can **transform organizations and contribute to the common good.**

Our vocation is to help leaders grow, strengthen their decision-making, and anchor their actions in a positive, sustainable, and human impact.

Available on our website

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TURNINGPOINT AT A GLANCE

220

Senior executive coaches, facilitators and experts across Europe, Asia and the Americas.

150+

Clients, market leaders (Fortune 500, CAC 40, ...)

40

Partners, directors, and project managers globally.

€12

M€ annual turnover – founded in 2008.

1^{er}

International independent coaching consultancy originating in Europe for Top Executives.

Offices Paris London Geneva Milan Hong Kong Singapore

Designers & Project Team

A dedicated team, experts in pedagogical design, to co-construct tailor-made participant journeys and transformation programs, piloted by experienced project managers.

Executive coaches

Certified, supervised, committed to the coaching ethics (ICF, EMCC), the coaches are continuously supervised, evaluated and trained by Turningpoint, particularly in the systemic and appreciative approach and Gestalt.

Artists, Athletes, and Researchers

The work of Turningpoint Lab researchers and the testimonials of artists, athletes and entrepreneurs feed our interventions and stimulate our clients.

Start-uppers and Social Entrepreneurs

Through partnerships with start-ups, incubators, committed players in society and Social and Solidarity Economy organizations, we promote the cross-fertilization of cultures.



TURNINGPOINT AT A GLANCE

Turningpoint has a structured, collaborative, and cross-functional international governance model that ensures **strategic alignment, consistency with our mission**, and active engagement from stakeholders across the organisation. We operate in France, Switzerland, Italy, the United Kingdom, and Asia, with each entity led by a Managing Director or Local Partner. As we continue to grow internationally, our ambition is to **embed our CSR approach across the entire Group**.

GLOBAL PARTNERS



Olivier Pelleau
Marketing



Michel Mornet
France



Edouard de La Moissonnière
Commercial



Véronique Girma
International

CROSS-FUNCTIONAL ROLES



Linh de Lavigne
Head of Opérations



Axelle Nourrain
Head of Developpement



Emmanuel Girma
Head of Finance



Signe Greve-Isdahl
Head of Communications
& Marketing

LOCAL MANAGEMENT



Christina Khoo,
Managing Director Asia



Eric de Courville, Elisabeth de Watteville,
Partners Switzerland



Agnès Perrone,
Managing Director Italy



Lise Guillon,
Managing Director UK

CSR GOVERNANCE

CSR Committee – Governance and steering

Turningpoint's CSR approach is supported by a dedicated governance structure. Our Global Partners define the Group's strategic CSR priorities, while the CSR Committee oversees their implementation, ensuring effective governance, monitoring progress, and validating key initiatives.

The CSR committee is composed of the Managing Partner for France, Michel Mornet, and the heads of the key departments of the company: **Emmanuel Girma**, **Axelle Nourrain**, **Linh de Lavigne**, and **Signe Greve-Isdahl**. This composition guarantees a cross-functional approach to CSR challenges, integrated into all activities and business lines of the organization.

The committee meets every two weeks to steer operational matters, track the progress of committed actions, and ensure the consistency of the CSR strategy, both in France and within the subsidiaries.

Operational responsibility for the CSR approach is held by **Axelle Nourrain**, Head of Development, who ensures the integration of social, environmental, and ethical challenges into corporate practices and ongoing projects.

In addition, **Priyen Charles** serves as the **disability representative**. In this role, he contributes to the implementation of actions supporting the inclusion of people with disabilities, coordinates associated initiatives, and participates in dedicated meetings.

This organization ensures regular, structured, and shared steering of the CSR approach, in alignment with the company's strategic orientations and the expectations of its stakeholders.

SDGs concerned



Flagship Action 2026

100% of supplier, client, and contractor contracts (including coaches) will include a CSR clause starting in 2026.

Examples of implementation

1. The CSR committee ensures the progressive integration of CSR issues into internal practices and company projects. It supports teams in the operational deployment of CSR commitments and ensures monitoring of the actions taken.
2. The CSR committee steered the employee satisfaction survey, analyzed previous results, and decided to relaunch it to improve working conditions. The results will be presented and followed up with concrete actions.

CSR GOVERNANCE

Our Sustainable Development Goals, based on UN goals



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Achieve gender equality and empower all women and girls.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Reduce inequality within and among countries.



Ensure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.



Promote peaceful and inclusive societies for sustainable development.



Partnerships for the goals.



CSR GOVERNANCE

The Turningpoint model

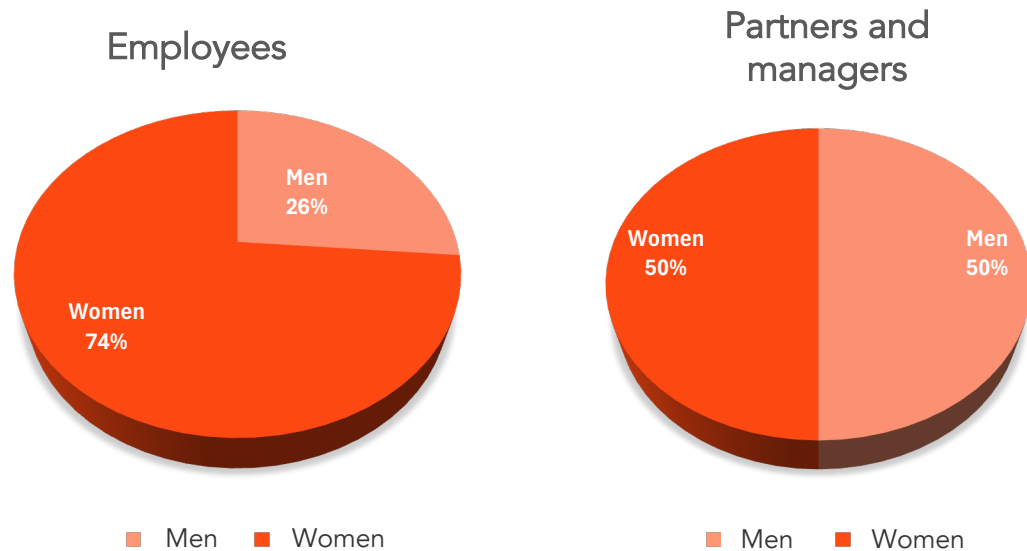
Workforce distribution and cultural diversity.

The internal team in France consists of 27 people, with an extended community of approximately 250 local coaches across the five continents.

Our coaches are independent professionals who work with Turningpoint under service agreements. Their diverse backgrounds, cultures, and languages enrich our organisation, fostering creativity, innovation, and cross-cultural understanding.

Workforce breakdown in France :

- Global Partners and France management team: 8 people
- Employees: 19 people



CSR GOVERNANCE

The Turningpoint model

WORKPLACE ATMOSPHERE AND INTERNAL CULTURE

Work organization within teams:

We operate through a collaborative model, with regular cross-functional interaction and close coordination across the organization.

Our day-to-day operations bring together:

- our internal teams, who ensure consistency, oversee delivery, and uphold our methods and mission;
- our network of partner coaches, who are mobilized according to each project's objectives and client needs.

Coordination is led by our internal teams, with a continuous focus on streamlining collaboration, sharing best practices, and delivering a consistent client experience.

Working atmosphere and internal practices:

A small, close-knit work environment, promoting proximity and informal exchanges.

Attention paid to **well-being and working conditions**, with practices that remain open to continuous improvement.

Regular collective moments: team meetings, seminars, convivial gatherings.

Culture of **discussion and feedback**, notably through internal surveys and informal exchanges.

A **CSR approach** that progressively helps structure these practices.

SDGs concerned



KPIs

94%* of employees appreciate the workplace atmosphere.

* Following the internal satisfaction survey of December 2025

Flagship action 2026

Create peer-supervisions (intervisions) within project teams.



CSR GOVERNANCE

The 4 pillars

In 2025, Turningpoint consolidated a work environment founded on well-being, safety, listening, and dialogue.

In line with our 2025 **CSR Charter**, we reinforced our social practices and our commitments regarding ethics, health, working conditions, and data protection. We formalized **the 4 policies (Environment, Social & Human Rights, Ethics, Sustainable Procurement)**, a **CSR action plan** that structures our initiatives, and a **social indicators dashboard** that allows us to monitor satisfaction, engagement, and the quality of the working climate.

Social & human rights

We reinforce a healthy, fair, and fulfilling work environment:

QWL: personal/professional life balance, flexible teleworking, friendly spaces.

Health & safety: ergonomic equipment, prevention, protocol, robust social protection.

Development: training, Talents® journeys, CSR training, individual leadership.

Social dialogue: annual questionnaires, surveys, anonymous suggestion boxes, regular meetings.

Disability: dedicated referent, information and support available.

Turningpoint places **well-being, diversity, and responsible working conditions at the heart of its approach**: we ensure a safe and inclusive work environment, support skill development, and guarantee equal treatment and respect for human rights for all our employees, coaches, and partners.

Ethics and complicity

Our ethical framework secures working conditions and fosters a climate of trust, transparency, and safety for everything:

Updated Code of Conduct: respect, non-discrimination, expected behaviors.

GDPR: processing register, DPO, security procedures, regular audits.

Mandatory ethics / anti-corruption training: ethical clauses in all contracts.

Our commitments: maintain GDPR compliance, implement whistleblowing and anti-corruption measures.

SDGs concerned



KPIs

1 workplace accident in 2025.

94%* of employees find that respect for the individual is a value lived on a daily basis.

100% GDPR compliance

100% coverage of the health insurance (Mutuelle)

4 formalized policies

1 action plan document

1 dashboard of indicators

* Following the internal satisfaction survey of December 2025

Flagship action 2026

100 % of employees will have completed the CSR training.

CSR GOVERNANCE

The 4 pillars

Environnement

For a more sober, healthier work environment that is more consistent with our commitments:

Eco-responsible office practices: sorting, paper reduction, water fountains, sustainable equipment.

Mobility: promotion of public transport, 100% coverage of the Navigo pass.

Responsible energy use: systematically switching off lights and optimizing resource consumption.

Our commitments: a clause in our contracts to encourage our clients to use local providers, and tracking of our consumption and travel.

We evolve our digital practices to reduce risks and impact:

Responsible digital practices: limiting large email attachments, optimising cloud storage, and extending the lifespan of IT equipment.

Security & data protection: DPA clauses, secure deletion, dual authentication.

Sustainable procurement

Our purchasing choices influence working conditions and guarantee a responsible work environment aligned with our values:

Systematic CSR clause in contracts (notably for independent contractor coaches).

Selection based on social compliance, ethics, safety, and quality (URSSAF, GDPR, CSR practices).

Implementation of the sustainable procurement guide and annual review of providers.

Turningpoint applies social and environmental criteria to its purchases and selects responsible suppliers.

SDGs concerned



KPI

76%* of employees find the company responsible.

92%** of employees sort their waste at the office.

53%** of employees come by bike or on foot.

*Following the satisfaction survey of Dec 2025.

**Following the internal poll of Nov 2025.

Flagship action 2026

100 % of supplier, client, and contractor contracts will include a CSR clause starting in 2026.

STAKEHOLDERS & ECOSYSTEM IMPACT

A living ecosystem that shapes our mission and amplifies our responsibility

Turningpoint evolves at the heart of a **network of interactions where every relationship matters**. Our employees, our coaches, our clients, our participants, our partners, and civil society influence the quality of our interventions, our culture, and our positive impact.

Our impact stems from these cross-interactions and mutual influences. This dynamic — daily, structural, and societal — drives Turningpoint forward, reinforces our mission, and feeds our commitment.

SDGs concerned



Our commitment:

create a positive impact with and for our stakeholders!

Internal stakeholders & immediate influence

→ Daily impact, direct influence on our practices

- **Employees:** culture, quality of services, client experience, daily requirements.
- **Partner coaches:** pedagogical excellence, ethical posture, innovation in coaching.
- **Partners & Management:** vision, governance, impact steering.
- **Clients & Participants:** feedback, needs, transformation, level of requirements.

Structural stakeholders

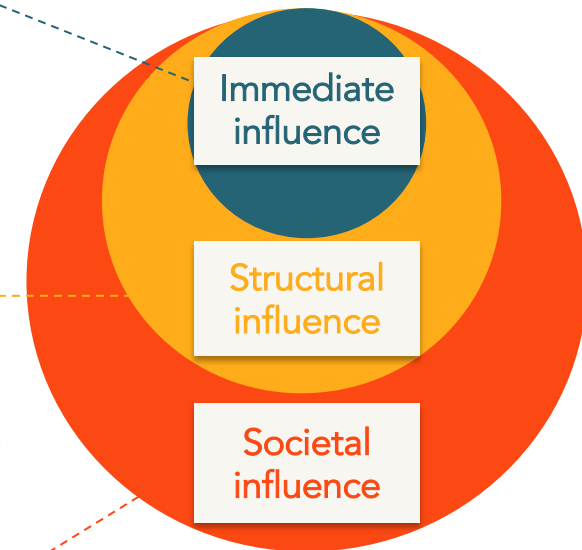
→ Contractual influence, co-construction, model consistency

- **Subsidiaries & international network:** model consistency at group scale, dissemination of standards.
- **Academic institutions (Sciences Po Paris, EM Lyon, University of Toronto...):** rigor, research, depth of content.
- **Responsible suppliers & providers:** safety, quality, compliance, sustainable procurement.

Extended stakeholders & societal influence

→ Trust, reputation, alignment with society

- **NGOs, SSE & Civil Society:** societal anchoring, contribution to the common good.
- **Medias & platforms:** visibility, dissemination of responsible leadership, building the public narrative.
- **Market dynamics & societal trends:** expectations, evolution of working methods, extended responsibility.



STAKEHOLDERS & IMPACT ECOSYSTEM

Our research partnerships

Since 2012, Turningpoint has had a close partnership with EM Lyon, and we have subsequently expanded our research collaborations to Sciences Po Paris and the University of Toronto.



SciencesPo

Since the creation of Turningpoint, the TP Lab (Turningpoint Lab) has been conducting research that allows it to remain at the forefront of innovative approaches and leadership development tools.



SDGs concerned



KPI

15 years of partnership with EM Lyon

4 years of partnership with Sciences Po

*Following the satisfaction survey of Dec 2025.

LEARN MORE



[2024 "Penser le travail" \(Thinking about Work\) Award](#)
[Turningpoint in partnership with Sciences Po and Le Monde!](#)

[Cooperation: a crucial issue for today's leaders.](#)

Available on the website

STAKEHOLDERS & IMPACT ECOSYSTEM

Our 4 levers of action with our clients

SDGs concerned



Turningpoint intervenes in **large international organizations**, public institutions, and startups across all sectors to develop a **more visionary, responsible, and collaborative leadership**. To succeed in this challenge, we support executives, their teams, and all high potentials within an organization. All our development journeys and offers are designed to have a sustainable impact and can be adapted to face-to-face or remote formats.

COACHING

Deploy authentic leadership to increase strategic impact.



INDIVIDUAL AND TEAM
COACHING JOURNEYS

LEARNING

Develop managerial and strategic competencies of talents.



LEADERSHIP
DEVELOPMENT PATHWAYS

TRANSFORMING

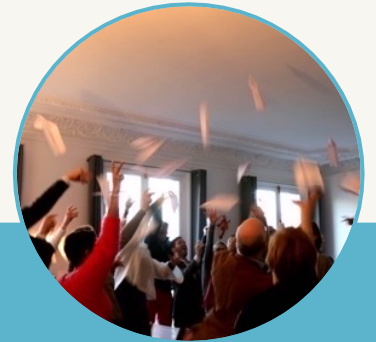
Stimulate collective intelligence to nurture the strategic vision and transform the organization.



LEADERSHIP CULTURE
TRANSFORMATION
PROGRAMS

INSPIRING

Project into tomorrow's world by deciphering today's world.



LEARNEX AND INSPIRING
CONFERENCE / WEBINAR
SERIES

STAKEHOLDERS & ECOSYSTEM IMPACT

Our clients

LUXURY



FINANCE, BANKING, INSURANCE



PUBLIC SERVICE



AUDIT, CONSULTING, TECHNOLOGY



CONSUMER GOODS, MANUFACTURING & FOOD INDUSTRY



TRANSPORT, ENERGY, REAL ESTATE



MEDIA



Private sector: Large corporations, VSEs-SMEs, Mid-caps, Start-ups.

Public sector: Cities, Local authorities, Hospitals, Ministries.

INDICATORS AND 2026 TRAJECTORY

Certifications and labels

The common good is at the heart of our purpose, as confirmed by our B Corp, Qualiopi, EcoVadis Bronze, and Provigis Silver certifications.



SDGs concerned



Turningpoint promotes responsible practices and receives certifications and labels illustrating its commitment to CSR.

- **B Corp Certification:** Turningpoint has been certified since **2016**, joining the first European coaching consultancies to obtain this international certification. Certification obtained at Group level in 2023 with a score of **97.4/200** (valid until November 2026), well above the required 80-point threshold.
- **EcoVadis Assessment:** Since **2021**, the firm has been assessed by EcoVadis at least every three years. Gold Medal in 2021, Bronze Medal in 2023, overall score of 50/100 (**Top 35%** of certified companies).
- **Qualiopi Certification:** Since **2022**, Turningpoint holds the Qualiopi certification as a **training provider**.
- **Provigis Silver Label Corp** : In **2023**, received the Provigis Silver label for sustainable procurement.

Turningpoint has been implementing a tracking dashboard of indicators since 2025, shared and analyzed within the CSR Committee.

These external recognitions and audits validate Turningpoint's continuous efforts in societal and environmental responsibility, encouraging the pursuit of an improvement process.

DIVERSITY & INCLUSION

Internal practices and vis-à-vis our clients

Our objectives: create an environment where **every individual can develop**, be recognized, and access the same opportunities for progression. Turningpoint addresses **diversity and inclusion** both in its internal practices and in the way it constitutes and proposes its teams of coaches to its clients, with a **pragmatic and evolving approach**.

Offering clients a diverse network of partner coaches

Turningpoint offers its clients partner coaches selected for the quality of their practice, their ethical standards, and the breadth of their experience. We strive to reflect **diversity in cultures, genders, backgrounds, and perspectives, ensuring representative and inclusive support**. This diversity strengthens the relevance of our assignments, broadens perspectives, and enables us to meet our clients' specific inclusion objectives. Each coach is part of a highly selective professional community, committed to regular supervision, continuous professional development, and the sharing of best practices, ensuring consistently high standards of excellence.

Internal practices:

We pursue our efforts in diversity and inclusion, integrating these themes into our recruitment, team awareness, and the reinforcement of internal dialogue.



Recruitment and equity

Recruitment process based on equal treatment and non-discrimination. Attention paid to skills, experience, and profile diversity.



Inclusion and disability

Disability mention integrated into job descriptions. Dedicated disability referent, consideration of individual situations, tailored adjustments when necessary.



Awareness and inclusive culture

Workshop for new employees on inclusion, biases, and respectful professional attitude. Regular reminders via the code of conduct and during team meetings.



Listening mechanisms

Employee satisfaction survey, anonymous feedback box. Regular exchanges, culture of dialogue.

SDGs concerned



KPIs

77%* of employees believe that open-mindedness is demonstrated on a daily basis.

*Following the satisfaction survey of Dec 2025.

Flagship action 2026

100 % of new hires will have completed the firm's D&I awareness workshop.

DIVERSITY & INCLUSION

Focus on women's leadership

In these programs, women find a rare space: a place to connect, share openly, and learn from one another as peers. They learn to turn their uniqueness into a strength, their doubts into momentum, and their voice into a catalyst for impact.

They leave more aligned, more confident, and more courageous, ready to influence, inspire, and fully embrace their leadership.

2 flagship programs for women leaders:

Accelerating the presence and progression of women in leadership.

- BNP Paribas - RISE Program
- L'Oréal - Executive and Inspiring Women Pathway

OUR PERSPECTIVE ON FEMALE LEADERSHIP



WOMEN LEADERS: ARE THEY REINVENTING POWER?

By Véronique Girma, Co-founder of Turningpoint, Managing Partner, Senior Executive Coach

Véronique questions the way women reinvent power at a time when governance challenges are evolving. She notably evokes the benefits of a more mixed leadership, without framing it as an opposition between genders.

She invites reflection on a leadership anchored in intention, rather than in the function or role.

[Read more](#)



SDGs concerned



KPIs

100% of participants recommend the RISE program.

Ama Ocansey — Head of Diversity & Inclusion, BNP Paribas CIB

« I have been running this program for four years, and I am always impressed to see how, by the end, these women embrace their vulnerability, become confident, and feel legitimate to ask for what they want. »

Flagship action 2026

> 2 women programs

OUR COACH COMMUNITY

Strengthening collaboration, excellence, and engagement across our partner coach community.

An engaged community committed to continuous development

Our partner coaches play a central role in the quality of our programs. We bring this community together through regular events, workshops, and opportunities to connect and share, strengthening collaboration, professional excellence, and ethical consistency.

2025 Highlights:

Annual seminar ("TP Days"): a key moment to share the vision, align practices, and nurture collective intelligence.

Supervision & peer-supervision (intervision) sessions: a safe framework to progress, analyze practices, and reinforce a coach posture.

Community events: thematic workshops, TP Lab workshops, "afterwork" gatherings 3 times a year, international meetings to cultivate connection and belonging.

Skill development:

Personalized support from a dedicated partner

Targeted training: responsible leadership, psychometric tools, responsible collaboration, coach posture.

Best practices sharing among peers, co-development, and feedback.

Deep-dive sessions facilitated by the TP Lab.



Discovery and experimentation workshop: Laughter Yoga

SDGs concerned



KPI

Participation rate :

82% at the 2025 seminar

60% at the 2025 workshop sessions

56% at the 2024 workshop sessions

Flagship action 2026

1 specific event with program director coaches to improve cooperation.

OUR COACH COMMUNITY

Learning innovations with the TP Lab



Through the Turningpoint Lab, our innovation lab, we bring together small groups for two days each quarter to explore emerging leadership challenges, develop new thinking, and design innovative coaching approaches. This work is carried out in partnership with the Chair of Transformation of Organizations and Work at Sciences Po Paris and emlyon business school. In 2025, TP Lab focused on generative leadership and the impact of AI on the evolving role of executives.



The **Turningpoint Lab** enables our coaching community to continually evolve its practice by drawing on the latest research and innovations in leadership and performance. Through this work, our coaches develop new coaching approaches and continuously refine their methods.

For example, as part of its 2023–24 work on generative leadership, the Turningpoint Lab explored how executives can **sustain their personal resources under increasing pressure**. This research drew on the work of a PhD candidate studying executive vulnerability, supported by Turningpoint under the academic supervision of Professor Pierre-Yves Gomez, Academic Advisor to the firm.

TP Lab 2025: How do we cultivate leadership for an AI-driven world?

4 working groups on the 4 following topics:

- **"Philia"-leadership**
- **Critical thinking & ethical discernment**
- **Intuition & creativity**
- **AI and coaching**



SDGs concerned



KPIs

4 TP Lab groups in 2025

More than 15 meetings

1 Large TP Lab Day 2025

20 coaches engaged in the TP Lab

Flagship action 2026

3 TP Lab groups

TEAM CULTURE & WELLBEING

Strengthening cohesion, listening, and quality of life at work

At Turningpoint, team life is based on **trust, cooperation, and well-being**. In line with our **CSR Charter** (Social & Human Rights component), we have developed an environment that promotes inclusion, continuous learning, and active social dialogue. Our priority: **enable everyone to fulfill their potential** while contributing to the quality of our coaching journeys.

2025 Highlights:

Internal seminar (23 participants): a key moment to reinforce ties, clarify practices, and nurture cohesion.

Collaborative lunches & friendly moments: cultivating daily conviviality.

Internal training sessions: reinforcing skills, inclusive culture, and individual leadership.

Employee listening & social dialogue:

Anonymous feedback channel: a safe space for employees to share ideas, feedback, and concerns.

Employee satisfaction survey: a structured way to gather feedback and continuously improve the employee experience and working environment.

Regular opportunities for dialogue: team meetings, informal conversations, and a culture of open feedback.

SDGs concerned



KPIs

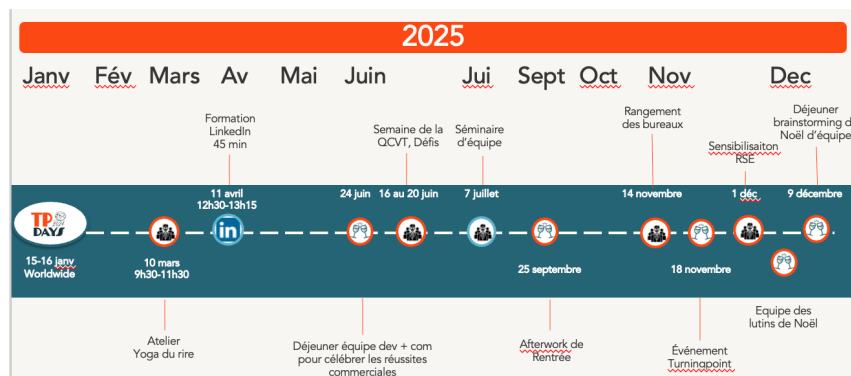
84,6%* of employees are fully engaged

100%* of employees appreciate their team work

*Following the satisfaction survey of Dec 2025.

Flagship action 2026

Install ergonomic desks



TEAM CULTURE & WELLBEING

Training & skill development

A comprehensive framework for development: Turningpoint has established an integrated approach to support the continuous development of its people, built around three complementary pillars.

Our ambition: to develop skills, support career progression, and ensure equal opportunities for every employee.

A structured annual performance review that enables every employee to:

- review their achievements,
- identify their development needs,
- define their annual objectives,
- address workload, balance, and support,
- build a personalized learning plan.

An annual HR Committee to review talent and discuss, collectively:

- the training plan,
- development opportunities,
- the distribution of roles and responsibilities,
- succession plans and talent management.

A clear and accessible career development plan, supported by an internal reference document:

- 6 job levels (Apprentice → Project Director),
- levels of autonomy, steering, complexity,
- progression criteria,
- associated remuneration brackets.

SDGs concerned



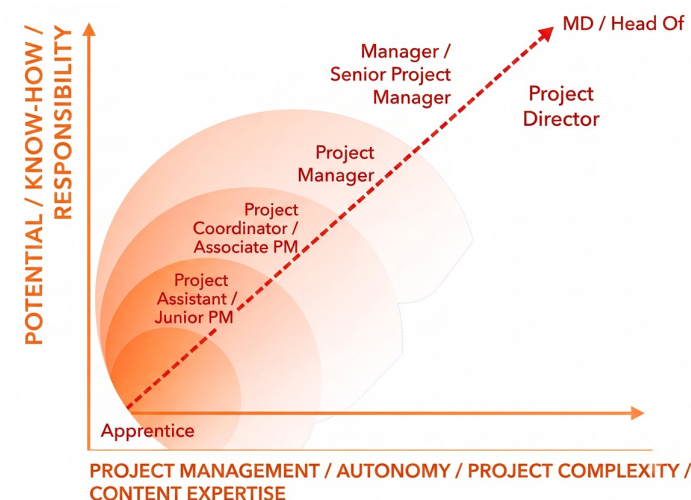
KPIs

76%* of employees believe that their role enables them to develop their skills.

*Following the satisfaction survey of Dec 2025.

Flagship action 2026

Establishment of an internal skills matrix



SUSTAINABLE PROCUREMENT

A structured and consistent approach

We have a committed, documented, and consistent approach to sustainable procurement that we disseminate and bring to life daily: a purchasing policy to be deployed in 2026 and a list of reference suppliers selected for their social and environmental commitments.

These elements illustrate our desire to **structure our purchasing practices, integrate CSR criteria into our daily choices, and promote partners aligned with our values.**

1. Responsible Purchasing Policy

- Formally documented and signed
- Integration into the CSR strategy
- Systematic criteria: environmental, social, ethical impact, compliance

2. Responsible Suppliers Directory

- Validated & updated annually list
- Suppliers evaluated according to their CSR commitments
- Covers: food, furniture, supplies, logistics, IT

3. Evidence of responsible purchasing

- Local food providers & deposit system ✓
- Water fountains / sustainable furniture ✓
- ISO 27001 certified suppliers ✓
- Sustainable delivery partners ✓
- Electricity and gas consumption monitoring ✓

4. CSR Monitoring & Action Plan

- Sustainable procurement component integrated into the global CSR plan
- Annual breakdown of actions and proof
- Monitoring of consumption, notably for electricity, gas, and paper

SDGs concerned



KPIs

12% less paper consumption between 2025 and 2024.

6% more electricity consumption between 2025 and 2024

Flagship action 2026

Implementation of provider contract monitoring with CSR clauses (food, office, IT, coaches...).

NON-PROFIT COMMITMENT & PROGRAM IMPACT

Non-profit leaders welcomed into programs

In 2025, we welcomed leaders from the non-profit and social and solidarity economy (SSE) sectors into two strategic programmes: **CHESP (Cycle des Hautes Études de Service Public)**, to strengthen collaborative leadership, and a **leadership development programme for Orange**, designed to foster mentoring and the sharing of expertise.

These initiatives help strengthen the capabilities of leaders in the social and solidarity economy while **amplifying our collective impact**.

The impact is mutual: participants broaden their perspectives, gain a deeper understanding of one another's realities, and challenge their own ways of thinking and leading. This is what defines our approach: **creating meaningful connections between worlds that rarely meet, so that leadership becomes a force for the common good.**

SSE LEADER TESTIMONIALS

“

This training brought me tools to analyze situations that I perceived without being able to explain them, transforming my intuitions into a clear and concrete understanding.

It allowed me to better understand the way my colleagues think and act, in order to interact more effectively.

Following this training, I wish to improve my listening and integrate the principles of non-violent communication into my exchanges.

”

Anonymous Participant

“

I think the participation of a non-profit leader within an organization's leadership program is the perfect opportunity for cross-fertilization of best practices between two very different worlds.

”



Houda Ghazzi

Founder and CEO of Open Start-Up Tunisia, sponsored participant in Orange's strategic leadership program

SDGs concerned



KPIs

7 years that we have been welcoming SSE Managing Directors into our programs

40+ SSE Managing Directors welcomed into our programs

Flagship action 2026

Minimum 1 program welcoming SSE Managing Directors

Video on our website : https://www.linkedin.com/posts/turningpoint-leadership_leadershipsolidaire-engagement-education-activity-7343926083257286656-BGvN/?utm_source=share&utm_medium=member_desktop&utm_rcm=ACoAAArcMOYBUxs1OchGnvn9nEfPw-KbOOT-iP0

NON-PROFIT COMMITMENT & PROGRAM IMPACT

Non-profit partnerships, corporate philanthropy & donations

Solidarity lies at the heart of our commitment. Through partnerships with non-profit organizations, Turningpoint brings its values and CSR commitments to life by supporting initiatives that contribute to the common good.

These partnerships focus on promoting inclusion, developing skills, and creating positive social impact, in close alignment with our expertise and purpose. They reflect a long-term commitment, driven by the voluntary engagement of our teams and a desire to make a tangible, meaningful difference.

Ashoka

Our commitment is built on a long-term partnership with Ashoka. Together, we design leadership programs for Ashoka Fellows, helping them **scale their impact** and **strengthen the leadership and management practices** of their teams. Alongside these programs, we provide **skills-based support** through **pro bono coaching**, mentoring, and targeted expert interventions.



Other
associations



Philanthropy and donations

Turningpoint dedicates part of its resources to financial support and **skills-based volunteering**. We support non-profit organizations working for the common good, such as Le Rocher Oasis des Cités, and provide **pro bono coaching** to leaders in the social and solidarity economy. Through these initiatives, Turningpoint extends its **positive societal impact** and **reinforces its commitment to the common good**.



ALLER VERS
L'AUTRE EST
URGENT.

SDGs concerned



KPIs

3 Ashoka cohorts of about fifteen participants each

6 days of training (Ashoka)

1% of annual turnover dedicated to donations

€15 000* paid to Le Rocher association to support local proximity actions

3 000€* allocated to Réseau Entreprendre for supporting entrepreneurs

*Figures of 2025

NON-PROFIT COMMITMENT & PROGRAM IMPACT

Responsible communication: SOCIETAL IMPACT

2025 PODCASTS accessible to all on the Turningpoint website



SDGs concerned



KPIs

4 podcasts in 2025

4600+ cumulative listens on 13 podcasts

15+ speakers and experts

We reinforce our visibility and our commitment around **quality of life at work** through varied formats. Here are examples of communication:

LinkedIn Post : highlighting our approach and the "Penser le travail" award. Among the 3 books in competition.



Podcast : interview with **Thomas Périlleux**, laureate of the "Penser le travail" award and author of *Le travail à vif*, to explore CSR issues deeper.



<https://podcast.ausha.co/turningpoint/podcast-12-thomas-perilleux-et-le-travail-a-vif>

APPENDIX: CSR PERFORMANCE INDICATORS

CSR INDICATORS DASHBOARD – TURNINGPOINT

Reporting Scope – France Headquarters 58 Rue Pierre Charron, 75008 Paris, France

THEME	ISSUE	KPIs	2025	2026 TARGET
Governance	ORGANIZATIONAL MODEL	OVERALL EMPLOYEE SATISFACTION RATE	94%	>90%
	ORGANIZATIONAL MODEL	EMPLOYEE ENGAGEMENT RATE	85%	>85%
Social & Human Rights	EMPLOYEE WELL-BEING	EMPLOYEE SATISFACTION WITH WORKLOAD	71%	Increase
	EMPLOYEE WELL-BEING	EMPLOYEE SATISFACTION WITH TEAMWORK	100%	Maintain
	EMPLOYEE WELL-BEING	EMPLOYEES WHO FEEL RESPECT IS A CORE EVERYDAY VALUE	94%	Maintain
	HEALTH & SAFETY	WORKPLACE ACCIDENT RATE	1%	
	HEALTH & SAFETY	ABSENTEEISM RATE	1%	
	DIVERSITY & INCLUSION	WOMEN IN MANAGEMENT AND OPERATIONAL LEADERSHIP POSITIONS	50%	Maintain
	CHARITABLE GIVING	SHARE OF REVENUE DONATED TO CHARITABLE CAUSES	1%	Maintain
	PERSONAL DEVELOPEMENT	INDIVIDUAL PSYCHOMETRIC ASSESSMENT DEBRIEF COMPLETED	>30%	100%
	EMPLOYEE TRAINING & WORKSHOPS	ONBOARDING + 2 EMPLOYEE SEMINARS PER YEAR (EXCLUDING BESPOKE TRAINING)	min 3	Increase
ENVIRONEMENT	WASTE MANAGEMENT	WASTE SORTING RATE	92%	Maintain
	ENERGY MANAGEMENT	ELECTRICITY CONSUMPTION	8433 kWh	
	ENERGY MANAGEMENT	RENEWABLE / LOW-CARBON ENERGY MIX	91%	Maintain
	RESPONSIBLE PROCUREMENT	SUPPLIER INVOICES SUPPORTING ECOVADIS ASSESSMENTS	en cours	Increase
BUSINESS ETHICS	DATA PROTECTION	INFORMATION SECURITY INCIDENT RATE	0%	Maintain
	DATA PROTECTION	GDPR COMPLIANCE RATE	100%	Maintain
	ANTI-CORRUPTION	NUMBER OF CORRUPTION-RELATED INCIDENTS	0%	Maintain
	CSR COMMITMENT	CONTRACTS WITH COACHES INCLUDING A CSR CLAUSE	>20%	100%

Sources: 2025 employee survey, energy bills and supplier invoices, GDPR register, official administrative and financial records, employee surveys.

THANK YOU!

If you want to go higher, go deeper

www.turningpoint-leadership.com