



Industry: Lyon's "impact factory" model



SPECIAL REPORT

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Summary: Historically, the Lyon region has developed in tandem with its industrial activity. This powerful sector has steadily evolved to meet the major challenges of every important industrial period. Today, questions of resources, sovereignty and skills are at the heart of the transitions taking place here. In Lyon, industry is reinventing itself thanks to the collective commitment of businesses and regional institutions. The aim is to safeguard a strong, diversified industrial fabric that is transforming itself to meet climate, social and competitiveness challenges: this balance is what constitutes Lyon's "impact factory" model.

Industry has shaped the Lyon region throughout history. A crossroads for trade and trade fairs, the city's economic and social identity has been marked chiefly by the silk industry, which ensured the region's fame and prosperity for almost five centuries. The needs of silk manufacturers drove the development of related industries in the mid-nineteenth century*, including chemicals (for dyeing) and pharmaceuticals (for silkworm viruses).

This unique heritage still explains the diversity and strength of Lyon's industrial fabric today. Evolving over the centuries, Lyon remains France's largest industrial center and the leader in the chemical, pharmaceutical and biotechnology industries, with companies such as Sanofi and BioMérieux. The region also provides fertile soil for the automotive industry. By the end of the nineteenth century, Lyon had established itself as one of the three cradles of the automobile sector (along with Paris and Baden-Württemberg), with 130 to 150 manufacturers between 1885 and 1930: Berliet, Rochet-Schneider, La Buire, Cottin-Desgouttes, Voisin, Jean Gras. Today, the Auvergne-Rhône-Alpes (AURA) region still employs almost 55,000 people in over 21,000 automotive-related companies (Renault Trucks, Iveco, Michelin, Bosch, etc.)

If Lyon's industry is particularly resilient in the face of changing markets and international competition, this is because it remains innovative thanks to its many R&D players, its network of laboratories, cooperative ventures and companies that are keen to that invest.

* <https://c.leprogres.fr/economie/2023/09/17/histoire-de-la-vallee-de-la-chimie-on-a-longtemps-considere-la-fumee-et-les-odeurs-comme-la-rancon-du-progres>

Reindustrializing the Auvergne-Rhône-Alpes region

The industrial barometer published in March 2025 by the Direction Générale des Entreprises (DGE), the government's business department, confirms the pace of France's reindustrialization since 2017 and points to Auvergne-Rhône-Alpes as the leader in terms of plant openings. Building on the progress made in 2022 and 2023, the region was successful despite the difficult climate in 2024, with 32 net openings, outstripping all other French regions.

Eight hundred and twenty-seven industrial companies were created in Lyon in 2023.

Ideally located at the heart of an industrial region, Lyon's companies can draw on clusters of complementary skills in nearby cities, enabling them to forge local links: these include heavy industry in Saint-Etienne (metallurgy, mechanical engineering, metal processing), textiles in Roanne, plastics and innovative materials in Oyonnax and electronics in Grenoble. This means manufacturers can find experts, suppliers or subcontractors in many fields of expertise within a radius of a hundred kilometers. This is a precious ecosystem few regions can rival.

On a local level, industry is a focus of close attention as a provider of jobs (84,000 in the Lyon metropolitan area and over 500,000 in the entire AURA region) and the source of over 50% of the wealth created in the region. On a European scale, the region ranks second in Europe and top in France among the most attractive regions for foreign industrial projects (behind only the eastern Marmara region in Turkey) **, while resolutely tackling the major challenges it now faces: energy sobriety, global warming, resilience and sovereignty, natural resource preservation...

** EY 2025 Attractiveness Survey



In the Lyon region, industry is working collaboratively, with companies and local authorities cooperating to create a productive, local, circular and inclusive economy. An economy that creates businesses and jobs. Solutions for the future are being built here: solutions that are innovative, competitive, job-creating, environmentally friendly and socially equitable. Reinventing industry, combining climate and social issues with value creation: that's the Lyon "impact factory" model.

Key figures

1st

FRANCE'S LARGEST
INDUSTRIAL
CONURBATION

2nd

EUROPE'S SECOND-MOST
ATTRACTIVE INDUSTRIAL REGION
FOR INDUSTRIAL PROJECTS

(Source : EY 2025 Attractiveness Survey)

6,940

SITES

(Source : Insee-Side 2022)

827

INDUSTRIAL COMPANIES
CREATED IN 2023

(Source : Insee-Side 2023)

+7.5 %

OF JOBS BETWEEN
2019 AND 2023

(Source : Urssaf 31-12-2023)

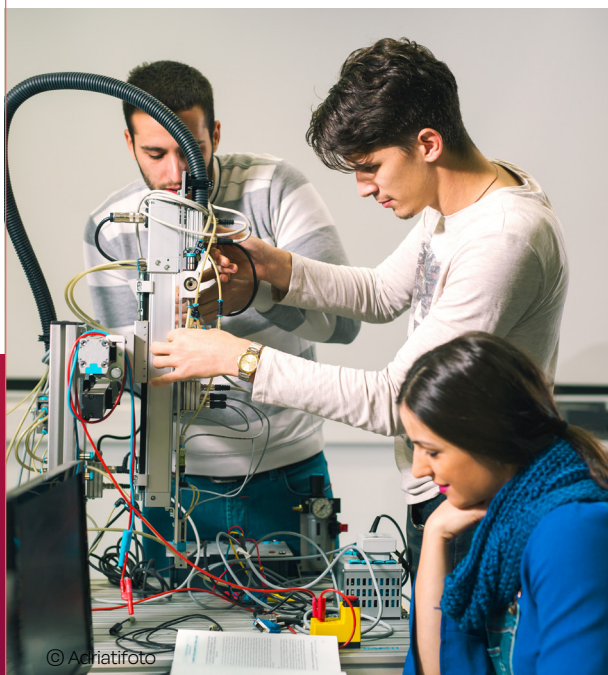
253,000 m²

DEDICATED TO PRODUCTION
ACTIVITY IN 2024

(Source : Urssaf 31-12-2023)

84,000

JOBS, 13% OF PRIVATE-SECTOR
SALARIED EMPLOYMENT, INCLUDING:



■ **9,940**

jobs in the energy sector

■ **7,900**

jobs in the
pharmaceutical industry

(Source : Urssaf 31-12-2023)

■ **13,560**

jobs in metallurgy, machinery
and equipment

■ **9,690**

jobs in the chemical industry

Factor 1: the central role of the transition in new production models: industry is changing the game

Industrial companies in the Lyon region have risen to the challenges of decarbonization and preserving resources (water, energy, waste). Against a backdrop of rising energy costs, decarbonization has become both a strategic and an economic opportunity. Local manufacturers are working to make industry less polluting, more resilient and safer. Lyon's strategic industrial sectors, some of them long-established, have embarked on a real transformation driven by innovation to meet the challenges of environmental protection and robustness.

In the Lyon region, developing and investing in the sustainable sectors of the economy – recycling, electrification, low-carbon energy, water resource preservation, the development of biomass, new forms of mobility and building renovation – are a prerequisite for success. Reindustrialization based on these sectors is equally useful for the region's economic vitality, its self-sufficiency and the fight against global warming.

These are the strengths on which Lyon's industry is building its industrial strategy. This helps to revitalize local employment and achieve a healthier living environment and renewed industrial sovereignty.

1. Decarbonizing Lyon's industry: a virtuous shift to maintain leadership

A flagship example of decarbonization: Chemical Valley

Chemical Valley ("Vallée de la Chimie"), a long-established industrial area south of Lyon, is a prime example of industrial regeneration in the region. With nearly 430 companies, many of them energy and water-intensive, Chemical Valley has begun its transformation thanks to the coordinated efforts of industrial and local authority players.

This collaboration led to a **2023–2030 Pact for Impact** being signed in September 2023, organized by the Chemical Valley territorial mission. Today the pact brings together 42 signatory companies and focuses on three themes: reducing the environmental footprint of industrial activities, increasing regional impact and balancing the relationship between city and industry.

The more recent **DECLYC project** (Decarbonizing the Lyon Chemical Valley), led jointly by the Axelera competitive cluster and the Metropole de Lyon, is symbolic of this approach. It aims to decarbonize Chemical Valley* as part of the national “low-carbon industrial zone” program launched by ADEME. It brings together around 15 industrial companies to imagine new synergies – shared steam, optimized water management, circular economy cycles... The aim is to reduce CO₂ emissions by 40% by 2030, and 80% by 2050. Studies have been underway since late 2024 and will be completed in 2026.

The river as a tool for decarbonization

Ideally located at the confluence of the Rhône and Saône rivers, the Lyon region can use its waterways to accelerate the decarbonization of its industry. The development of river transport on the Mediterranean–Rhône–Saône (MeRS) axis, in addition to rail transport, provides strategic leverage for meeting the challenges of decarbonizing the region and the industries based here. *“In France, transportation accounts for 30% of our greenhouse gas emissions. Decarbonizing the sector requires a shift from road to river and rail,”* says Thomas San Marco, chairman of Medlink Ports and a director of Compagnie Nationale du Rhône (CNR).

Launched in 2022, **the MeRS axis** is a river–sea network starting from the seaports along the Mediterranean coast (including the Grand Port Maritime de Marseille and the ports of Sète and Toulon) and stretching beyond Lyon into Burgundy, encompassing a dozen river ports. It is destined to become a major transport corridor between southern and northern Europe. The objectives are to develop traffic along the axis and build a major river–sea port on the MeRS axis to harmonize infrastructure and development. The project is being led by Medlink Ports and its network of logistics and port partners on the Rhône–Saône corridor, including CNR.

* The project involves 14 industrial partners and research centers: Adisseo, Air Liquide, DOMO Chemicals, Elkem, Hymanics, KEM ONE, NaTran, SUEZ, Syensqo, Symbio, TotalEnergies, Vicat, and IFPEN.



Located along the Rhône in the Gerland district, Lyon's historic port, **Port Edouard Herriot**, is continuing its transformation. It currently houses over 70 companies on a 180-hectare site, and enables goods to be brought in by rail, river and road. It positions itself as a multimodal hub and an important crossroads for international trade (transit, distribution...). Doubling the volume of inland waterway freight processed by the port by 2032 and investing €40 million in infrastructure upgrades over the next few years – these are the ambitions of **the consortium led by CMA CGM (the world's third-largest container shipping company) and its partners, including the local Chamber of Commerce and Industry (CCI)**, which has been chosen to take over the management of the port's container terminal sub-concession.

In June 2020, the **Vicat Group** opened a new multi-activity, multimodal site at Port Edouard Herriot. This brought the Vicat Group's main areas of expertise together at one site for the first time: aggregates, cement, concrete, transport (via the SATM brand) and the circular economy (the neighboring Terenvie site in Chemical Valley). A plant at the site produces the new Deca range of low-carbon concretes. The company is also planning a pipeline from its Isère plant, Vicat's main production site in France, to transport CO₂ to Fos sur Mer. The project is currently under consultation.

KEM ONE, a company located in Saint-Fons in Chemical Valley, also uses the river, bringing in its materials via the Rhône. This PVC manufacturer, which had already cut its production-related CO₂ emissions by 30%, is now tackling emissions from the transportation of its raw materials. It has commissioned two hybrid-engined river barges to link its Fos-sur-Mer and Saint-Fons sites. The target: avoiding 2,000 tonnes of CO₂ emissions per year.

The CCI is also working alongside public and private partners, including the CNR, to identify unused land along the Rhône and Saône rivers with a view to decarbonizing companies' logistics activities and reindustrializing the region. These plots will provide space for logistics and/or industrial projects based on the region's needs, while enabling them to be served by low-carbon modes of transport such as river or rail.

Lyon, a hub for low-carbon energy

The "hydrogen highway" will pass through Lyon.

The Auvergne-Rhône-Alpes region has established itself as a major hydrogen hub in France, housing almost 30% of the industry's players. Backed by its dense industrial fabric, leading-edge research centers and strong political backing, the region boasts a number of large-scale projects, such as Zero Emission Valley (ZEV) and IMAGHyNE, both supported by the European Union, ADEME and the Clean Hydrogen Partnership. As the regional capital, Lyon is at the heart of these projects.



Hydroelectricity

A quarter of France's hydroelectricity is generated from the Rhône, operated by Compagnie Nationale du Rhône (CNR)!



NaTran, formerly GRTgaz, is soon to begin construction of the first section of the future “French hydrogen highway” in Lyon, which will link Fos-sur-Mer to Germany via the Auvergne-Rhône-Alpes region. These 850 kilometers will be part of a larger European project, H2med, a continental backbone whose ambition is to transport 10% of Europe’s hydrogen consumption by 2030. In 2024, NaTran carried out the technical feasibility studies for the entire French stretch, known as **HY-FEN** (€15 million subsidy from the European Union, 280 kilometers in Auvergne-Rhône-Alpes). This includes 40 kilometers of underground pipeline in Rhône, linking the manufacturers in Chemical Valley to Saint Exupéry airport. The commissioning of the Lyon section, and the French highway as a whole, is scheduled for 2030.

The Saint-Fons-based **Symbio** is also committed to hydrogen as the energy of the future. Owned equally by Michelin, Forvia (formerly Faurecia) and Stellantis, the company designs a range of fuel cells from 40 kW to 300 kW, with modules that can be combined to suit the needs of as many vehicles as possible, from light commercial vehicles to buses, trucks, handling equipment and boats. To encourage the adoption of fuel cells, the start-up has developed new technologies that are more effective in terms of compactness, durability and cost. It has also created the **SymphonHy gigafactory**, Europe’s largest fuel cell production facility, opened at the end of 2023, which will eventually produce up to 50,000 hydrogen fuel cells a year. The site also houses the company’s headquarters, a research center and an incubator for hydrogen start-ups.



The Lyon region, a platform for rebuilding France's nuclear industry

Home to major, long-established groups (Framatome, EDF, etc.), specialist engineering firms and schools with dedicated research and development laboratories (INSA Lyon, CNRS), and a regional competitive cluster, Nuclear Valley, Lyon is already considered France's nuclear capital. In recent years, the region has become a magnet, demonstrated by the arrival in 2026 of over 1,000 engineers from **Edvance** (an EDF subsidiary), who will be moving from Paris to Lyon, and by the growth of small modular reactor (SMR) projects, positioning Lyon as a major hub for more local applications.

Thorizon, a Dutch company that established a base in Lyon in 2023 with the help of ONLYLYON Invest, designs innovative nuclear modules based on recycled nuclear waste. A year after raising its initial funding and being named as one of the eleven SMR projects selected for France 2030, Thorizon has found a site to build its first demonstrator. The start-up has just called on the expertise of INSA Lyon's MatéIS laboratory and the Curium company to study the behavior of materials in contact with molten salts in its future SMR. This partnership gives Thorizon access to a multi-site platform for carrying out the tests essential to validate the performance and reliability of the critical components of its future reactor. To make this happen, INSA Lyon plans to invest between €4 million and €6 million in constructing a dedicated new R&D building.

Against a backdrop of reindustrialization and the revival of the nuclear industry, the transmission of skills is becoming a key issue. On June 4, 2025, **SPIE Nucléaire** opened its **new technocenter** in Genas, near Lyon. This 1,500 m² training center, modernized and expanded in 2024 with support from France Relance, aims to meet one of the industry's major challenges: building skills and passing on critical know-how to support nuclear renewal. The center also incorporates a FabLab dedicated to prototyping, reinforcing the on-the-ground innovation and adaptability of the solutions deployed. With this new facility, the SPIE France subsidiary intends to play an active role in structuring industrial jobs in Auvergne-Rhône-Alpes that cannot be offshored.



The INSA Lyon engineering school has also just signed a partnership agreement with Westinghouse, the American leader in nuclear power. For INSA Lyon, this project represents the whole applied science dimension promoted by the school taken to an industrial scale. *"This project will enable us to create a new, open test platform for national, European and international academic and industrial collaborations in the nuclear fusion and fourth-generation fission sectors. It will position INSA Lyon as a key player in the development of these reactors and, more broadly, in research related to the decarbonization of our society,"* asserts Marie-Christine Baietto, research director at INSA Lyon.

Finally, with the prospect of major industrial projects in France, including the construction of two second-generation EPRs in Bugey (Ain), the **CCI, UIMM Loire and the Mécaloire network are leading Fusion 42**, a consortium designed to highlight the region's nuclear expertise. Launched on June 10, 2025 as part of Collectif Economique 42, this resource center aims to support companies in their move towards industry standards (Mase and ISO 14443 certification, etc.), promote their skills and facilitate their access to tenders. Its creation follows the launch of the Pôle nucléaire national and the move to the COI premises in Saint-Etienne by IRUP and ISTP, which train 600 senior technicians and engineers for companies in the nuclear industry.

2. Preserving resources and developing the circular economy: a powerful second wind of transformation for local industries

Faced with the challenges of decarbonization, controlling energy costs and attracting talent, industrial companies have everything to gain from adopting circular business models with minimal material and carbon footprints, favoring reuse or new ways of sourcing raw materials, which create value, provide meaning and generate local jobs all at the same time. In Lyon, companies are experimenting with and developing these new models.

New manufacturing processes for more resource-efficient industry

Lyon-based start-up **Mecaware, incubated by PULSALYS**, has developed a battery recycling process that is more virtuous than traditional methods. Its co-founder is Julien Leclaire, a researcher at Lyon's Applied Supramolecular Chemistry Laboratory, who has developed an innovative technology that uses CO₂ to extract strategic metals (lithium, nickel, cobalt, etc.) from battery waste and production scrap for reuse in the production of new batteries. Founded in 2021, the start-up is based at USIN Lyon Parilly in Vénissieux (the site is also home to other players with similar issues, such as MobEnergy, which offers smart, mobile recharging solutions), and in Béthune, near the Verkor gigafactory. Mecaware will start its pre-industrial pilot phase in early 2026 using Verkor's production scrap.



Bobine, a start-up created in September 2023 based on research, is developing a novel process for the **chemical recycling of plastics**, with an increase in conversion of around 45% compared with other chemical recycling technologies. Thanks to an innovative technological solution, Bobine can produce "food-grade" recycled plastics from complex, usually non-recyclable plastic waste destined for incineration. In June 2025, Bobine joined Axel'One Campus, at the heart of the LyonTech–La Doua campus. This new location will enable the company to accelerate its R&D projects, access shared infrastructure, and test its processes in a setting conducive to innovation.

Another example is **Deltalys**, a company specializing in the optimization of renewable gas filtration processes, which has created an innovative, environmentally-friendly biogas purification solution. Selected for France 2030 investment, Deltalys develops and manufactures a patented ecological solution for purifying biogas before reinjecting it into the grid. Its technology uses local bio-sourced materials and residues as filters instead of the traditional charcoals, reducing the carbon footprint and operating costs. *"We've formed partnerships with local companies to reuse industrial by-products, which we convert into filters, while promoting local employment,"* explains CEO Charly Germain, whose company employs 50 people and generates sales of €10 million.

The Pivot Circulaire program

To support companies that want to test and develop new models, the Lyon metropolitan authority has been rolling out a program called "Pivot circulaire" since February 2025, in partnership with France Clusters, Ademe Aura, La Ruche Industrielle, Opeo and Kickmaker.

Offered on a regional scale, this innovative program is targeted primarily at industrial companies that consume large quantities of raw materials, and particularly metal ores and fossil fuels. The one-year support program is divided into three phases: seeding; exploration and testing; and launch.

The following companies are involved in the first year: Groupe Atlantic, Citeos, CMS Industrie, Nexans, Fonderie Pradel, Groupe GM, Jetly, Ros-taing.

The circular economy for more robust industry

Companies in the Lyon region are finding that the circular economy is a powerful lever for reducing their resource use and giving industrial waste a second life. **The Pradel foundry**, taken over by Francis Thenot in 2018, is a model in terms of setting environmental standards. This is a challenge in a sector that traditionally consumes a lot of energy and raw materials. *"Raw material resources are not inexhaustible,"* declares Francis Thenot. *"In 2018, I made the decision to stop buying new copper and only use recycled material."* Copper, aluminum, iron – all come primarily from recycled sources. Francis Thenot has also committed to the **Pivot Circulaire program**, launched in autumn 2024 by the Lyon metropolitan authority to accelerate the transition in raw material consumption. The idea is to

generate new business models based on a responsible, virtuous supply chain. *"Our ambition is to recover these materials as nearby as possible to recycle them,"* he explains. A project that involves educating customers in dismantling alloy parts and returning them to the foundry for a second life. Among Lyon's historical industrial sectors, textiles have been particularly hard hit by deindustrialization and rising energy costs. Shifting towards technical **textiles**, the industry sees the circular economy as a new lever for performance and business recovery.



Nouvelles Fibres Textiles, based in Amplepuis, arose from the shared ambition of Tissages de Charlieu and Synergies TLO to industrialize the recycling of end-of-life textiles in the region, and thus develop a **genuine local circular economy** with their partners Andritz Laroche (a manufacturer of recycling machinery) and Pellenc ST (a manufacturer of automated sorting equipment). The commissioning of a pilot line for automated textile sorting (by material, color, etc.) marks an important step towards the industrialization of garment recycling. *"A kilo of clothing that arrives from Asia has consumed 56 kilos of CO₂. Here, with an equivalent volume made from recycled material, we divide the carbon impact by ten,"* explains Eric Boël, CEO of Tissages de Charlieu.

Recyc'Elit has developed a process for recycling polyester and separating it from other materials in multi-material technical textiles. Founded in Lyon in 2019, Recyc'Elit has developed a patented, low-impact process for recycling complex polyester-based textiles destined for landfill or incineration. As the process is selective for polyester, other materials (elastane, polyamide, cotton) are separated out and can be recycled. **The process is 100% circular.** Finance from Lyon's industrial seed fund (FAIM) and space at the USIN Lyon-Parilly site will enable the start-up to industrialize this technology.



3. Innovation at the heart of Lyon's industrial dynamism

An integral part of Lyon's DNA, R&D is helping to make industry more sustainable

The industrial fabric of the Lyon region is underpinned by a powerful network of research laboratories that encourage business innovation. This creates a research and development ecosystem conducive to companies establishing R&D centers.

FORVIA, a key global player in automotive equipment, chose Lyon as the birthplace for **MATERI'ACT** in 2022, pursuing its commitment to **materials with low carbon footprints**. MATERI'ACT is Forvia's worldwide center of excellence dedicated to designing cutting-edge materials with very low environmental impacts. The Villeurbanne site groups together its decision-making center, an R&D laboratory and a 2,000 m² space for start-ups and small businesses working towards sustainability. The Lyon region *"had the right balance between quality of life, academic institutions and a tradition of chemicals, which made it the ideal base for our R&D activities. The people we are recruiting here fully confirm this initial intuition,"* declares Rémi Daudin, president of MATERI'ACT. *"Our plan to establish a site here is consistent with the very foundation of our business, which is to reduce our impact on the environment. We renovated a building rather than constructing a new one, chose a location based on the accessibility of active forms of transport for our employees, and plan to develop collaborations with our industrial and academic ecosystems to act together against climate change."*



Holcim, the Swiss building materials supplier, has based its R&D center in Lyon. In 2023, it decided to supplement this with a **global innovation center** designed to offer sustainable construction solutions and serve as a laboratory for joint creation in order to accelerate low-carbon, circular, energy-efficient construction worldwide. The hub offers workspaces for start-ups and think-tanks to accelerate innovation together, and features an immersive exhibition space.

Lille-based industrial unicorn **Exotec** chose Lyon as the **location for its R&D activities in automation software** in 2023. This start-up specializing in robots for logistics warehouses wanted to *"be close to the economic centers of Lyon, Grenoble and Saint-Etienne and the region's engineering schools,"* explains cofounder Renaud Heitz.

Syensqo, spun off from the chemical company Solvay in 2023, opened its largest global microbiology and biotechnology laboratory in Saint-Fons in June.

The goal is to accelerate the development of biodegradable materials for the cosmetics, agrochemicals and detergents industries. The world leader in advanced materials and specialty chemicals, with a presence in 30 countries, Syensqo chose its site in the Lyon region to develop this new 550 m² laboratory, which is designed to be open to the group's other plants and to customers and partners, particularly from the academic world. The group already cooperates with CNRS, INSA Lyon, OPE and IPFEN.

New levers for high-impact industry explored in the Lyon region

Lyon offers the perfect playground for the development of **artificial intelligence**, which is vitally important to the future of industry, thanks to the excellence and the dynamism of its academic, research and innovation ecosystems. As well as a tool for optimizing industrial processes, AI is a lever for reducing the environmental footprint of industry.

The "Propre" project for chemical recycling of plastics

With a total investment budget of around €9.5 million, the Propre project – Program for the development of chemically recycled plastics – aims to build the scientific and technological foundations for a whole sector dedicated to the chemical recycling of plastics.

IPFEN Lyon, the world's first research organization in the chemical recycling of plastics, is involved in this program alongside the Axel'One collaborative innovation platform and academic laboratories (CNRS, INSA Lyon, OPE and Claude-Bernard Lyon 1 University).

According to IPFEN, "this program will generate a significant flow of research projects in the region, with industrial applications to follow." The fundamental research tools developed as part of the Propre project will be made available to innovative start-ups and SMEs via Axel'One, accelerating and securing the development and prototyping phases of regional start-ups in the circular economy.

One of the major pharmaceutical companies based in Lyon, **Sanofi** regularly invests in the region, underlining the site's importance to the group. The company has just opened its third digital accelerator, **Accelerator M & S**, in the Part-Dieu district. Its purpose is to accelerate the digital transformation of its industrial facilities using digital twins, robotics and the development of AI to support biotech production. A new way of collaborating on projects in start-up mode.



Innodura, a Villeurbanne-based engineering company specializing in the development of robot guidance systems, aims to become **a major player in artificial intelligence and robotics in France** in the medium term. For its founder, Maxime Robin, *"AI is the turning point in reindustrialization. Regaining industrial independence and sovereignty is no longer a mirage,"* according to this developer of control systems for multiple industries and software dedicated to robotics. The company generates sales of €3 million with 30 employees. *"Artificial intelligence is capable of detecting minor defects in parts at least as well as a human operator, whose skills are often better used for other tasks. If these kinds of operations are not automated, our industry will not be able to develop locally."*

Another aspect manufacturers in the Lyon region are exploring in order to remain competitive but also virtuous is **adaptability**.

In particular, Sanofi has focused on the flexibility of **its industrial production site** to improve its agility. After an unprecedented industrial conversion, Sanofi has opened **Modulus**, a next-generation vaccine production plant in Neuville-sur-Saône. This modular production facility is capable of producing up to four different vaccines or drugs in parallel, and adapting to a new product in a matter of weeks or even days. The Neuville-sur-Saône site is located within Sanofi's Biotechnologies hub in Lyon. It benefits from its proximity to the Marcy-l'Étoile site – the biggest in the world in terms of vaccine research, development and production – and to the Sanofi Lyon campus, the global headquarters of Sanofi's Vaccines business and its Lyon Gerland production site. With Modulus, Sanofi is targeting the most stringent environmental criteria. The new facilities are designed to have a smaller environmental footprint than traditional sites, and lower energy consumption. The unit will be powered by renewable electricity and equipped with solar panels. Resulting from an investment of almost €500 million, Modulus will be operational by the end of 2025, once the installations have been approved and the manufacturing processes validated. Sanofi plans to produce some of its future biomedicines and vaccines here.

Adapting also means keeping up with market trends and finding new outlets and new customers.

The transportation sector is particularly affected by these developments, with the deployment of new forms of mobility (electrification, bicycles, etc.) produced in the Lyon region.

The truck manufacturer **Renault Trucks** has started production of its **electric truck** production line in Bourg-en-Bresse. The Renault Trucks plant in Bourg-en-Bresse has played a leading role in the French automotive industry for six decades, close to the original site in Vénissieux. It has seen the birth of iconic models, from the Berliet GBC, GLR or Magnum to the Renault Trucks T. In 2023, the plant began its transition towards low-carbon transportation with the volume production of Renault Trucks E-Tech T and C electric trucks. Unlike automobile plants, where vehicles are mass-produced, each truck assembled at Bourg-en-Bresse is custom-designed for specific customer requirements.

The **development of bicycles** made in France, and more specifically in Lyon, has been an opportunity for many industries in the Lyon region, usually working for other industries such as the automotive sector, to reorient themselves.

Specializing in the manufacture of tube and sheet metal parts and assemblies, Saint-Etienne-based industrial SME **Ferriol-Matrat** is pursuing its strategy of developing own-brand products. At the end of the COVID pandemic, this historic company in the Saint-Etienne basin, founded in 1849, was devoting 80% of its capacity to subcontracting for the medical, furniture, construction, environment, rail and truck industries. These sectors are subject to cyclical fluctuations, which were undermining its long-term viability. It decided to develop new ranges of its own, particularly targeting leisure and sports equipment. It has also used its expertise to produce bicycle parts for Lyon-based **JoKer Bike**, which has developed 100% made-in-France bike trailers for city deliveries.

The bicycle industry is being invented in Lyon!

Eighty percent of the production and assembly process for the new Vélo'v electric bicycles introduced in January 2025 takes place in France. **Ultima Mobility**, based in Saint-Priest, has been commissioned to assemble 800 bicycles.

Ultima Mobility is one of 125 companies in the bicycle industry in the Lyon metropolitan area contributing to the development of a local industry and helping to promote low-carbon mobility.

Some of these companies are based at **Grand Plateau** (Villeurbanne), an 8,000 m² "third place" facility, the first of its kind in France, dedicated to the manufacture of bicycles and micro-mobility. Opened in 2022 at the initiative of the Lyon metropolitan authority, the site now houses 37 companies – including AddBike, a designer of solutions for goods transport by bike (cargo trikes, electric longtail cargo bikes, etc.), Kino Bikes, a cargo bike manufacturer, JoKer Bike and also the Usine à Vélo, a wheel and bike assembly cooperative designed to accelerate growth for manufacturers in the Auvergne-Rhône-Alpes region.



Factor 2: Consideration for social and societal impacts - conditions for the success of Lyon's industrial model

Industry faces multiple challenges, particularly in Europe: global competitiveness, customs duties, energy sobriety, scarcity of resources and land, attracting talent... Apart from technological innovations and more virtuous production processes, industry in Lyon is finding solutions and strengths through the need to take social and societal impacts into account. What makes the Lyon model successful? Cooperation and determination, both on a regional level and in terms of the talents trained to build the industry of tomorrow.

1. Regional cooperation: the driving force behind high-impact reindustrialization

Local authorities in the Lyon region are mobilizing their resources, providing grants for the ecological and environmental transition and the overall transformation of businesses, seed-stage financing and support for the transition towards the circular economy.

The strategy of the Lyon metropolitan area is based on cooperation with representative groups of local players. This has led to closer ties with the Saint-Etienne metropolitan area, as seen in the joint application to the France 2030 Innovation Territories program, collaboration with neighboring regions on the provision of facilities and premises for business, and funding for high-impact industrial projects.

Working together for low-carbon industry

Several collaborative projects have emerged in the Lyon region to support manufacturers in transforming their production models. These reflect a region where working together demonstrates once again the possibility of moving forward more quickly and strongly.



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The Lyon metropolitan authority has initiated a collaborative approach with manufacturers in the region, launching the **Industrial Manifesto for Transformation and Environmental Commitment** ("Manifeste pour une Industrie qui se transforme et s'engage pour l'environnement") in 2022. Its aim is to involve industrial players in driving the region forward, bring them closer together, initiate collective reflection on the challenges they face, and draw on their experience to fuel debate and help new solutions emerge. The Manifesto has five main objectives:

- 1) Welcoming industrial activities to the metropolitan area by facilitating projects to set up or develop industrial facilities in the region.
- 2) Identifying and reducing industrial risks.
- 3) Acting to reduce industry's energy and environmental footprint.
- 4) Creating jobs and informing local residents of opportunities in industry by demonstrating how it is evolving, its impacts and its opportunities, mediating with residents and promoting industrial careers.

5) Ensuring cooperation between industrial players and local authorities. With the support of the UIMM, the body representing industrial companies, and the professional sectors, the "Manifesto" brings together 150 signatory companies, from start-ups developing disruptive technologies (Inovaya, Deltalys, 3DeusDynamics, Mecaware), to mid-sized companies such as Aldes, Vicat and Serfim involved in brownfield remediation, as well as major groups (such as TotalEnergies or Volvo, the owner of Renault Trucks).

Innovative collaborative projects are central activities at **Axelera, the chemicals and environment competitive cluster**, which has around 400 members, most of them in the Auvergne-Rhône-Alpes region. The network includes major industrial players such as Engie, Arkema and Syensqo, as well as laboratories (CNRS, IFPEN), SMEs and start-ups. The aim of this cluster, created in 2005, is to support the growth of French industry through innovation and help companies move towards a greener chemical sector.

Promoting a more sustainable chemical industry is also the mission of **Axel'One, the only collaborative innovation platform of its kind in Europe**, which gives SMEs, start-ups, major industrial groups and academic laboratories access to shared premises, services and research and development tools. Facilities worth €45 million are available to the community. Axel'One now has three sites: Saint-Fons, Solaize and the La Doua campus (Villeurbanne). In June 2025, Axel'One laid the foundation stone for its new collaborative innovation platform in Saint-Fons, focusing on innovative materials. The new 2,000 m² building will include laboratories and offices, logistics and technical facilities, and a 750 m² technology hall for research, development and innovation. Completion is scheduled for September 2026.

The non-profit association **La Ruche Industrielle** emerged from the desire of a group of industrial companies to dedicate a 1,300 m² space for manufacturers to meet and exchange views on common issues. Located at the USIN site, this uniquely collaborative innovation facility has 19 members (16 companies and three schools supported by the Lyon metropolitan authority), and has brought 35 collaborative projects to life (employer branding, industrial cybersecurity, circular economy, etc.).





Securing land availability

Scarcity of land is one of the challenges facing companies in all major conurbations. The ZAN law passed in 2023 to limit development in green spaces has erected new obstacles: Lyon's regional players have had to implement a land strategy to preserve industrial land, with a commitment to offering appropriate conditions for all forms of industry. From street-level manufacturing in the city center to large-scale production plants on the outskirts of the city, the Lyon metropolitan area supports industrial companies in locating premises while helping to ensure zero net loss of green space. This offer of support and services is designed to meet the needs of high-impact industries in all their diversity, and to be attractive to their employees.

USIN, industry in the heart of the city

The **USIN project**, involving Groupe SERL, Banque des Territoires and Caisse d'Epargne Rhône-Alpes, has offered a new model of production space for the industry of the future since 2021 on a Bosch group brownfield site in Vénissieux, in the heart of the Lyon metropolitan area. This 11-hectare site illustrates Lyon's political will to keep industry in the city. With tailor-made rental solutions, it hosts a new generation of industrial players.

The site has hosted 23 companies over the four years of its existence, including Mecaware, which recycles electric batteries; Revcoo, a cleantech company focused on CO2 capture in industry; Vesuvius, a metal flow engineering company; and Recyc'Elit, which promotes the circular economy in the textile industry.

Circulyz, the future industrial eco-park

The Lyon metropolitan authority is developing an 18-hectare site in Feyzin, at the heart of Chemical Valley, to accommodate companies in the chemicals, energy and environmental sectors that focus on regeneration and the circular economy, are in the pre-industrialization phase and need suitable spaces to install their production facilities while benefiting from shared services and facilities.

About ten companies have expressed an interest in setting up operations by 2026, including plastic waste recyclers Bobine (Villeurbanne) and Monomeris (Hauts-de-France), start-up Efykia (Montpellier), which specializes in the treatment of effluents contaminated with heavy metals, Recyc'Elit (Vénissieux), which recycles complex polyester-based textiles, and Condorchem Envitech, an expert in the treatment of wastewater and atmospheric emissions.

The Lyon metropolitan authority estimates the total cost of the work required to bring this wasteland back to life at €9.7 million. Funding for the first phase, amounting to €1.8 million, was approved in April 2025.



Veninov', the regeneration of an industrial site

Abandoned since 2016 following the closure of the former oilcloth factory, this site in Vénissieux is returning to life. The project, financed by private operators, includes a 15,000 m² building for major industrial companies, 1,000 to 5,000 m² premises for SMEs, a craft village, a sports hall, a restaurant and nurseries. Work on this future "new-generation business park" is scheduled for completion in 2027.

PIPA: a host of virtuous initiatives on the edge of Lyon

Located on the outskirts of Lyon, the **Plaine de l'Ain Industrial Park (PIPA)** is home to nearly 200 companies employing over 8,000 people. Covering 1,000 hectares, it is the largest industrial park in the Auvergne-Rhône-Alpes region. Its exceptional transport links, with access to many major routes and highways and to Lyon Saint-Exupéry airport, also contribute to its national and European attractiveness.

Well-known for its logistics-related activities, PIPA also houses companies whose core business involves creating innovative environmental solutions. One example is **Speichim Processing, the European leader in chemical purification and a subsidiary of Séché Environnement, which is developing circular economy strategies by recovering chemical products from customers in numerous industrial sectors**, particularly pharmaceuticals. By converting used solvents into products that can be reused directly by manufacturers, it contributes to developing the circular economy and reducing the environmental impact of companies in the sector. To boost its subsidiary's production and innovation capacity, Séché Environnement has invested €26 million in new facilities at PIPA, including a new 1,000 m² unit, an R&D laboratory and an industrial demonstrator.

Another subsidiary of the **Séché Environnement group** specializing in the treatment of hazardous products, **TRÉDI** is continuing its investment in the circular economy at PIPA, and opened its **new bromine treatment** unit on June 8, 2023: **MAXIBROME**. Widely used as a synthesis intermediate in chemicals and pharmaceuticals, bromine is involved in the manufacture of many products. These industrial processes generate a hazardous liquid waste – brominated brine. Thanks to the work of TRÉDI's development teams, MAXIBROME can recover 99% of the used bromine. This €14 million investment should provide the equivalent of a third of France's consumption of bromine, all of which is currently imported.

In another example, **ATI ISOLATION** has begun building an 8,000 m² plant on a plot of over 25,000 m², which will also house its head office. The fifty or so employees of this SOPREMA group subsidiary will manufacture thin thermo-reflective insulation, ideal for the construction of low-energy buildings.

Finance and mentoring for innovative high-impact industrial projects

Moving from a good idea to implementation takes funding. At a time when industrial companies are finding it difficult to obtain finance in the seed phase, particularly to fund an industrial demonstrator or a pilot line, or to scale up, Lyon's ecosystem is mobilizing to provide support for industrial companies with high-impact projects.

Key figures for FAIM

€70 M of subscriptions raised from 14 public and private sources

8 720 m² of plants in the Lyon and Saint-Etienne regions

113 direct jobs generated, **48%** of them in production

Lyon's industrial seed fund FAIM invests in young, local industrial companies committed to environmental and social responsibility.

Alongside the equivalent body in Saint-Etienne, the Lyon metropolitan authority has established a **Metropolitan Industrial Seed Fund (FAIM)**, to which it has allocated €17 million. Launched in May 2021 and operated by Demeter, FAIM has invested in a dozen companies with projects targeting social and environmental impacts. It focuses on companies with their own industrial activity (production, assembly, etc.) located in the Lyon and Saint-Etienne metropolitan areas, offering a solution with a social and/or environmental

impact and looking for seed or venture capital funding. The fund is endowed with €70 million, and invests sums starting at €500,000.

FAIM's three missions:

- Supporting the creation and development of new sustainable industrial companies developing solutions with positive impacts.
- Encouraging innovation and the deployment of strategic industrial activities, particularly in response to the challenges of transforming businesses in the area and promoting responsible consumption by local residents.
- Creating sustainable local jobs that meet the needs and expectations of local people.



In Lyon, industrial start-ups want to scale up

The **Collectif Start-ups Industrielles (CSI)**, founded in Lyon in 2021, launched its first regional program in Lyon on May 12, 2025, inspired by a circular industry accelerator that had already been tested in 2021. *"The ecosystem of France's leading industrial region is very rich. But what's lacking is support for scaling up,"* argues Véronique Gricourt, the association's director. The aim of this accelerator is to raise business managers' awareness of the issues involved in marketing, "which needs to be incorporated as early as possible and not be limited to market research", and to inform them about industrialization and financial management. The accelerator consists of a series of 12 group meetings on these themes with experts and experienced business leaders. At the same time, the start-ups benefit from the help of a mentor who adapts the general advice to their specific circumstances. The nine companies selected pay a registration fee of a few thousand euros, which finances a quarter of the program. In Lyon, the six-month course is budgeted at €200,000. Goodloop, an outdoor textile recycling start-up based in Lyon, has signed up for the program.

Another support program for start-ups is **"Slush Starter", run by the CCI and the Enterprise Europe Network**. Since its creation in 2008, the Finnish Slush trade fair has established itself as a benchmark event for putting innovative start-ups and SMEs seeking finance in touch with investors. To support talented young companies at the show, the CCI Lyon Métropole Saint-Etienne and Enterprise Europe Network offer exclusive support to 10 companies planning to raise a minimum of €500,000: mentoring, a presence on a stand at Slush, communications... The next edition will take place in November 2025.

2. Talent and jobs: industry in Lyon trains and recruits at all levels!

Industry accounts for 84,000 jobs, or 13% of private-sector salaried employment in the Lyon metropolitan area. A breeding ground for talent, thanks to Lyon's dense training network, industry is nevertheless facing recruitment difficulties, and is working alongside local players and training organizations to promote industrial careers. In recent years, the expectations of new generations

in terms of the ecological transition have forced manufacturers and schools to invest in decarbonizing their activities and in appropriate training to attract graduates.

Engineering courses

15% of French engineers are trained in the AURA region.

CENTRALE LYON

8th best post-preparatory engineering school in France

INSA LYON

France's leading post-baccalaureate engineering school

ENS and Claude Bernard Lyon 1 University

Ranked 9–12 among the best universities in France and 201–300 of the best universities worldwide in the Shanghai ranking.

Training talent for tomorrow's challenges

The Lyon region offers a wide range of industrial training courses, guaranteeing that local manufacturers will find talented people well trained to meet the challenges of tomorrow's industrial transformation. Lyon's higher education ecosystem is characterized by its *grandes écoles* or specialist top-tier higher education institutions (CPE, Centrale, Polytech, INSA, ECAM, Ecole des Mines de St Etienne, etc.), Lyon 1 University and ENS, as well as by professional training courses in technical fields that are highly sought after by industry. Its training courses are evolving to take account of industry's needs and students' desire to create change.

The College of Engineering: training and technological innovation for tomorrow's engineers

In 2022, **Centrale Lyon, ENTPE, INSA Lyon and Mines Saint-Etienne** decided to pool their resources and band together to meet three challenges of the ecological transition: low-carbon industry and society, the circular economy and a responsible digital society. The Lyon-Saint-Etienne College of Engineering is so far the only educational and scientific project created by the joint efforts of four leading public engineering schools. The College of Engineering embodies an ecosystem of expertise that enables training for engineers and scientists, innovation and research, and the production of knowledge and solutions, with the aim of meeting the challenges of a more virtuous society.

One of France's largest industrial research institutes trains industrial technicians and operators in Lyon.

As a **training and consultancy center attached to UIMM LYON FRANCE for over 60 years**, IRI is defined by its determination to train competent operational employees, with profiles in line with the constant evolution of industry. Every year, more than 1,300 apprentices are trained for nearly 30 qualifications, from CAP vocational certificates to engineering degrees, and 350 work-study students and 4,400 employees take one of 250 continuing education courses.

Because sustainable industry starts with training, IRI prepares the men and women who will play a key role in this transformation. Through appropriate technical training courses, the institute aims to develop the skills needed to design more energy-efficient systems, optimize production processes and master sustainable manufacturing techniques.

INTERFORA IFAIP, the benchmark center for training and consulting in the chemical and process industries

INTERFORA IFAIP is a unique center in France, located in Saint-Fons. Its technical facilities are divided between two main activities: an Apprentice Training Center (CFA), which hosts over 400 work-study students in training, from Chemical Industry Equipment Operators (CAIO) to engineers, and a Continuing Education and Consulting activity, which develops the skills of over 10,000 employees a year in the fields of Health & Safety, Processes & Chemical Engineering, and Communication & Management.



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Promoting industrial careers: a response to recruitment challenges

Successfully reindustrializing the region also means overcoming the perception that industrial careers lack attractiveness. At a time when there were 60,000 job vacancies in industrial professions across the country in 2023 (and 50,000 vacancies a year will need to be filled by 2030), while only 50% of current recruitment needs are being met, local players are working alongside manufacturers to promote industrial careers and encourage people to enter the sector, and particularly young women.

A foundation for (re)connecting industry, residents and regions

The **Fondation Ilyse (Industrie Lyon Saint-Etienne)** was created by a unique alliance between the Lyon and Saint-Etienne metropolitan authorities, the UIMM (union of metal industry employers) in Lyon and the Loire, the Auvergne-Rhône-Alpes education department and the University of Lyon. Its aim is to raise awareness of the manufacturing ecosystem among young people and adults undergoing retraining. It brings together players involved in mediation and the positive transformation of industry.

Created in 2023, llyse aims to (re)connect industry, residents and the regions via the (re)discovery of productive environments, help to deconstruct negative representations of industrial careers and the backgrounds expected, and encourage the development of a shared industrial culture at local level.

Fair(e) l'Industrie

Fair(e) l'Industrie, a project supported by the Fondation llyse, is a new initiative by the Rhône **CPME** (SME confederation) launched in March 2025 at the Global Industrie Lyon trade show. It aims to raise awareness among families and educators about the transformations taking place in local industries and the opportunities they offer young people.

Its activities are designed to break down the preconceived ideas that some young people and their families have about the industrial world, by getting teachers and guidance counselors more involved in promoting companies offering promising careers and sustainable practices. The CPME is also calling on companies to engage with local events designed to provide information on job and internship opportunities in industry.

INDULO, a bike pedal mini-factory showcasing industry

INDULO is a demonstrator of the innovative, responsible contemporary factory. Backed by Lyon University, this industry simulator was installed in early December in the L'Étape 22D third-place facility in Villeurbanne, owned by the Lyon metropolitan authority. Its aim is to raise awareness among secondary school students, teaching staff, people looking for a career change and careers advisors about the world of modern industry, which is currently subject to many stereotypes.

In a 200 m² space, visitors can discover the stages in manufacturing a bicycle pedal. The tour presents a pathway representing 14 industrial trades through the life cycle of a product, from eco-design to marketing and production to shipping. It also provides an opportunity to raise awareness about circular industry.

Many other initiatives have been launched by local players to raise awareness of industrial careers. In November 2024, **La Ruche industrielle**, a group of industrial companies committed to making industry more human, more efficient and more sustainable, hosted **the Forum des métiers de l'industrie in partnership with France Travail and Maison Métropolitaine d'Insertion pour l'emploi (MMI'e)**, where visitors were able to discover training opportunities and take part in a job dating event.



Highlights of the industrial calendar in Lyon

Pollutec

The Pollutec trade show is a major event dedicated to environmental and energy solutions. It will be held from October 7 to 10, 2025 at Eurexpo Lyon. This international exhibition targets professionals involved in the ecological and energy transition.

A key showcase for environmental innovation, it spotlights equipment, technologies and services designed to prevent and treat pollution and to help preserve the environment.

Pollutec covers 11 activity sectors, offering a global approach to environmental issues:

- Waste
- Water
- Energy
- Polluted sites and soils
- Sustainable cities and regions
- Air, smells, noise
- Biodiversity & the bioeconomy
- Collectives and institutions
- Finance and insurance
- Instrumentation, metrology, analysis
- Risk prevention and management





Global Industrie

Global Industrie is France's largest industrial trade show, bringing together all the players in the industrial value chain. It is held alternately in Lyon and Paris. The most recent edition took place from **Tuesday March 11 to Friday March 14, 2025 at Eurexpo Lyon**. The theme of this seventh edition was human ingenuity.

- 2,500 exhibitors
- 100,000 m² of exhibition space
- 45,000 visitors (+20% compared with the Lyon show in 2023)
- 3,000 machines in operation
- 800 speakers
- 8,000 young visitors and job-seekers exploring industrial careers throughb the Golden Tech competition and the GI Avenir village

The next event will take place from Monday March 30 to Thursday April 2, 2026 at Paris Villepinte.





GoFab!

Go Fab! is a biennial trade show created by the Lyon Saint-Etienne and Roanne CCI. The event aims to inform, connect, inspire and catalyze the transformation towards more competitive, sustainable industry adapted to the challenges of the future.

At the last edition, held in Saint-Etienne in October 2024, participants attended talks, workshops and three themed round-tables on the new levers of competitiveness: artificial intelligence, decarbonization and corporate social responsibility (CSR).





L'Industrie Magnifique

L'Industrie Magnifique is a cooperative movement bringing together artists, corporate sponsors and local authorities to promote and develop creativity, art and industrial heritage in local areas. In concrete terms, this means bringing art and industry together in the public space.

The third edition of L'Industrie Magnifique will take place in Lyon (at the heart of the Hôtel-Dieu), from October 16 to 26, 2025, in the form of the "Rencontres de L'Industrie Magnifique". For Myriam Bencharaa, president of the Lyon metropolitan authority's delegation to the CCI, "*L'Industrie Magnifique is a lever for talking about today's industrial challenges in a different way.*"

Over 11 days, this free event will feature a series of activities focusing on collaboration between contemporary artists and industrial companies in the region. The aim is to make technical skills visible through artistic creation, and to raise awareness among the public and professionals alike about the challenges facing contemporary industry.

Six original works at the crossroads between materials and skills

At the heart of this year's event in Lyon, six pairs of artists and industrial companies have designed original works to be installed in public spaces:

1. ACI Groupe and Benoît Billotte: sculpture using metal rings from the Forges de Monplaisir, symbolizing the cycles of industrial transformation.
2. Met'Epur (Véolia Saint-Fons) and Amélie Lengrand: glass installation evoking the stages of water filtration, incorporating materials from sludge treatment.
3. Syensqo and Amandine Guruceaga: immersive textile work inspired by biomimicry, in dialog with sustainable chemistry practices.
4. Le Joint Technique and Jacques Rival: light creation based on the silicone elastic laces produced by start-up Gorilla.
5. Musée d'art et d'industrie de Saint-Étienne and Julien Guinand: photographic series on manufacturing processes in Saint-Etienne's industry.
6. HNC Cotextile: a participatory work made by both professionals and the general public from technical textiles supplied by several local companies.

Organized with the support of the Agence de l'eau Rhône Méditerranée Corse, this year's event in Lyon will focus on the challenges of water efficiency in industry. The works will be accompanied by educational activities: the water footprint of each creation, treasure hunts, and round-table discussions with experts in water and industrial transformation.



About ONLYLYON

A benchmark in regional marketing, ONLYLYON is both a brand and a program dedicated to promoting and enhancing the Lyon metropolitan area, its stakeholders, and partners. Founded by a collegial governing body, it draws on a network of several thousand ambassadors and some twenty partners, all committed to promoting and transforming the region.

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