

A wide-angle landscape photograph of Lyon, France. The foreground shows a lush green field with several trees. In the middle ground, there are residential buildings and a prominent modern skyscraper. The background features rolling green hills under a blue sky with scattered white clouds.

**Metropole de Lyon is
leading companies toward
more sustainable and
robust models**

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Impact approach: What are we talking about?



What are the keywords you associate with “impact”?

Join at
slido.com
#Impact



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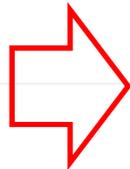
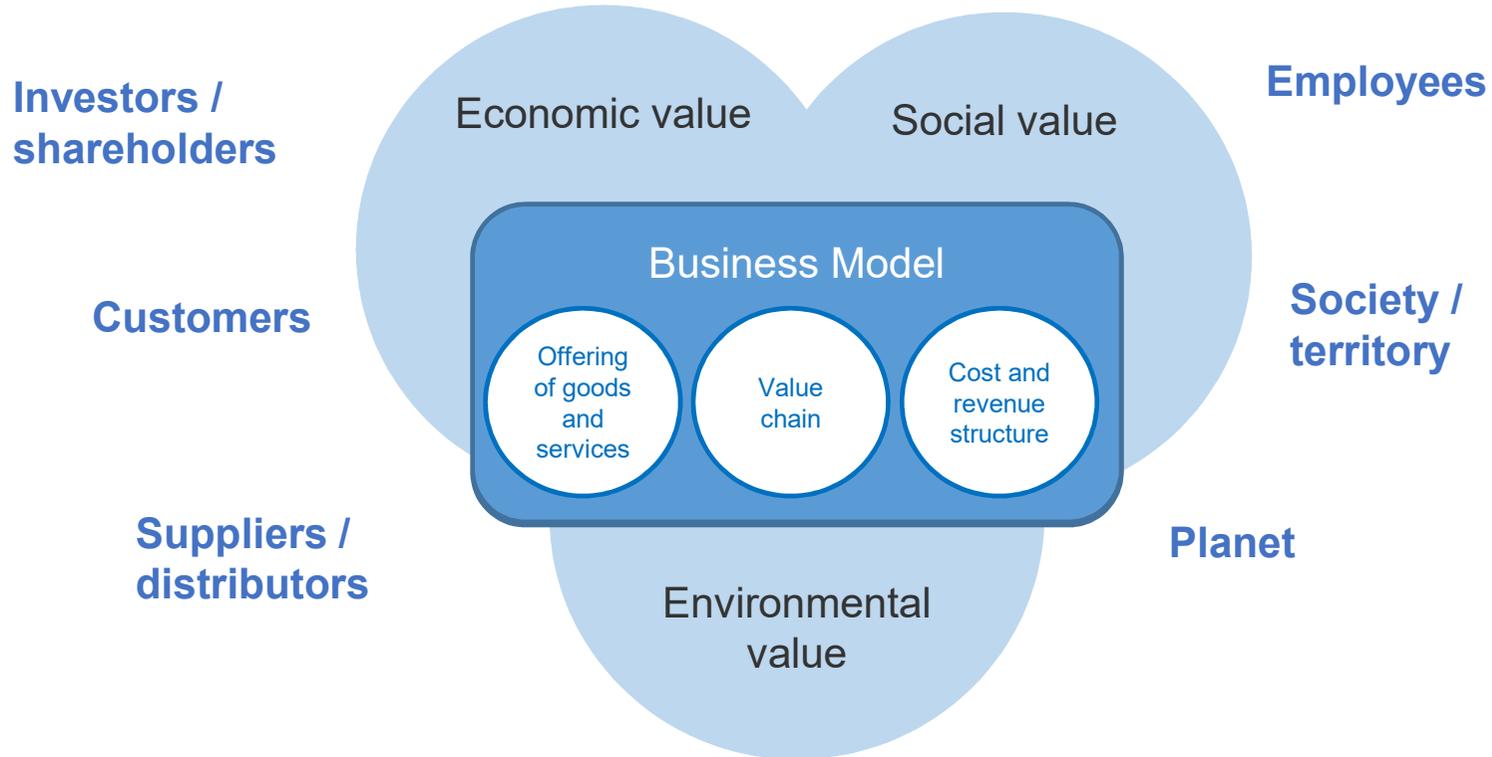
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Impact approach: What are we talking about?



Sustainable business model: What are we talking about?

A business model that creates value by maximizing positive impact and minimizing negative impact for its stakeholders



- Incorporation of the long-term interests of all stakeholders
- An expanded understanding of created and destroyed value

Global Risks: What are we talking about?



What are the main global risks?

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Global Risks: What are we talking about?



Global risks ranked by severity over the short and long term

Risk categories

- Economic
- Environmental
- Geopolitical
- Societal
- Technological

2 years



10 years



Source

World Economic Forum Global Risks
Perception Survey 2024-2025.

**A diversity of global risks
is making the notion of impact unavoidable**

TERRITORIAL ISSUES

Heat management

55 tropical nights (>20°C) & 28 heatwave days per year on average by 2100

Water management

-20% of the Rhône's low flow rate by 2055 & -29% average summer precipitation by 2100

Energy consumption

7.4% of consumption covered by local renewable and recovered energies & 63% of the energy mix came from fossil fuels in 2021

Material footprint

13.5 tonnes per capita material footprint, with a sustainability threshold of 3 to 6 t/capita & 99% of this footprint due to imports

Poverty Rate

16,2% Poverty rate & A 3.3x higher poverty rate in some specific districts compared to the rest of the Metropole

STRATEGIC ORIENTATIONS TOWARDS AN IMPACT ECONOMY

Economic development is a lever for transforming the metropolitan area and a tool that supports other public policies!

1 Transform the models, take care of ressources

2 Create useful and accessible jobs, promote entrepreneurship and cooperation

3 Improve living conditions



ECONOMIC DEVELOPMENT DRIVEN BY SOCIAL AND ENVIRONMENTAL TARGETS

1

Métropole de Lyon is leading companies to more sustainable models for a **real transformation of the metropolitan area**

2

Métropole de Lyon aims to work with companies to build a **more responsible, thriving, and climate and socially-resilient economic model.**

Examples of environmental objectives

- 30%
of energy consumption
(between 2000 and 2030)

17%
of our energy needs covered by local renewable or recovery energies

- 43%
GHG emissions
(between 2000 and 2030)

0
Net land artificialization by 2050

-15%
consumption drinking water by 2035

400 ha
To be dewaterproofed or disconnected by 2026

Ecological Transition

Responsible Purchasing

Circular Economy

Industry Impact

THE « OBSERVATORY OF POSITIVE IMPACT ECONOMY »

A TOOL TO PILOTE AND ENGAGE STAKEHOLDERS



- ❓ To highlight the social, economic and environmental contribution of economic activities
- ❓ To share priorities and gather companies around common goals
- ❓ **3 domains :**
 - Inclusion & Social Justice
 - Environmental Viability
 - Economic Sustainability

<https://arcg.is/1n00jy>

THE « OBSERVATORY OF POSITIVE IMPACT ECONOMY »

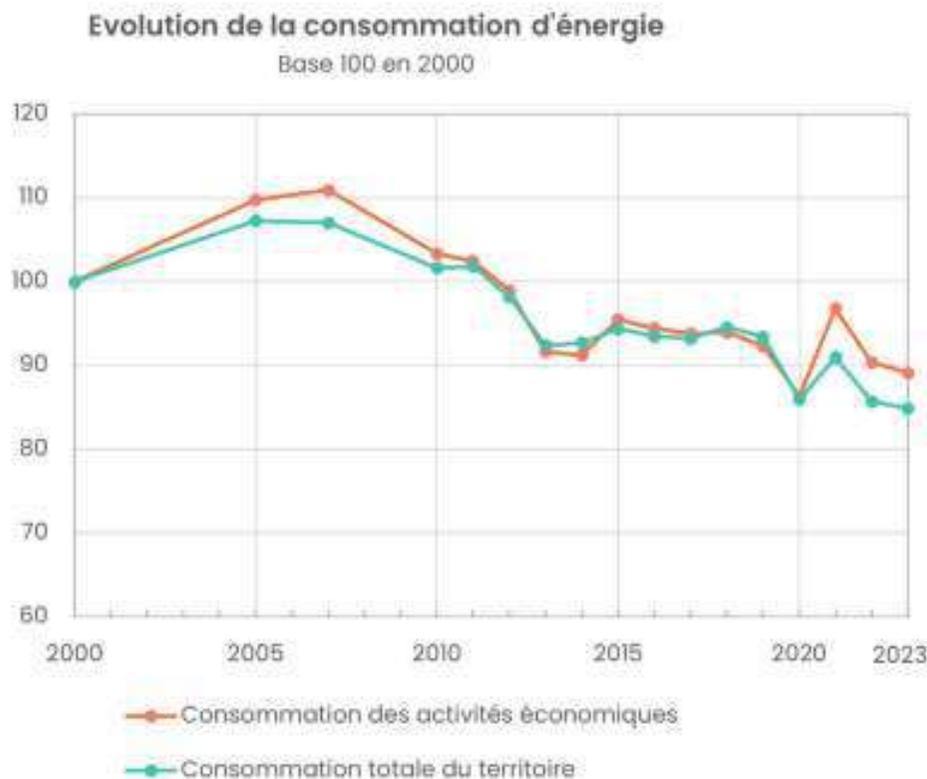
The example of the « Environmental viability »

Sub-domain	Theme	Figure	Evolution	Indicator	Source	Dates
ENERGY	Energy sobriety	18400	-0.11	Energy consumption by economic activities (GWh)	Orcae	2000-2023
	Photovoltaic solar	74.7	3.53	Photovoltaic solar production by economic activities (GWh)	Orcae	2015-2023
CLIMATE AND CARBON STRATEGY	Greenhouse Gases	3230	-0.31	GHG emissions produced by economic activities (ktCO 2eq)	Orcae	2000-2023
SUSTAINABLE TRANSPORT	Modal shift	0.485	-4,3 points	Share of car use in home-to-work commuting	Insee-RP	2015-2021
	Freight transport	0.821	1,9 point	Proportion of Crit'Air E, 1 and 2 vehicles in the fleet of light and heavy commercial vehicles	SDES-RSVERO	01.01.2023-01.01.2024
WASTE MANAGEMENT	Business waste	635100	0.17	volume in tonnes of non-hazardous and non-inert business waste	ORDEC AURA	2021-2022
	Waste external trade	397100	0.144	tonnage of industrial waste exported	Douanes	2022-2023
WATER MANAGEMENT	Water consumption	15.1	0.148	water consumption from economic activities (millions of m3)	Eau publique du Grand Lyon	2022-2023

Other Sub-domains in “environmental viability” domain : nature & biodiversity, air quality

THE « OBSERVATORY OF POSITIVE IMPACT ECONOMY »

An analysis for each indicator / KPI – example of the “energy sobriety”



Metropolitain objectives :

- 30% reduction** in total energy consumption between 2000 and 2030
- 29% reduction** in energy consumption from economic activities

Energy consumption by economic activities	Evolution 2000-2023
18 400 GWh	2 240GWh -11%

Energy consumption by economic activities dropped by 11% since 2000.

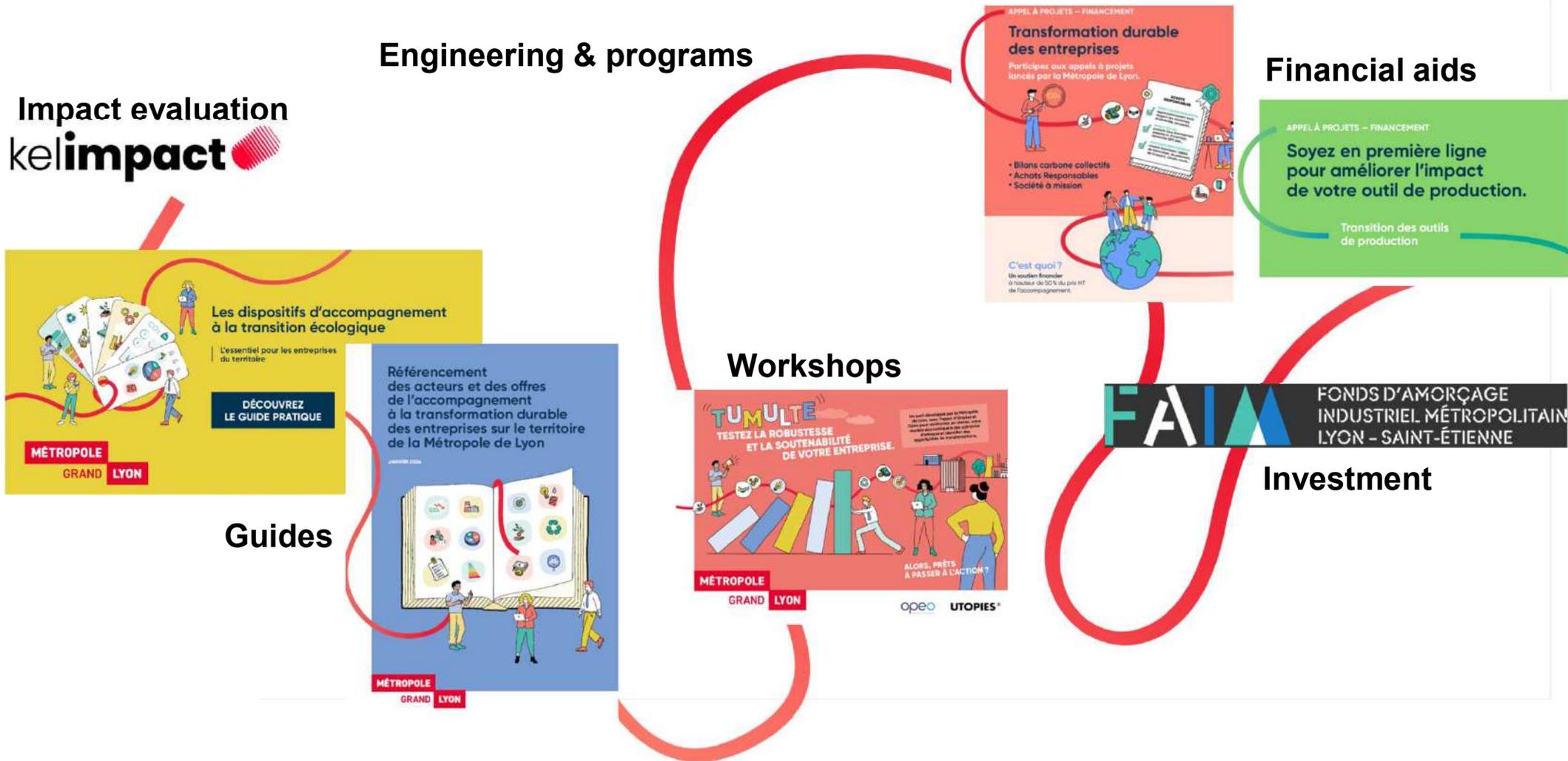
After a sharp decline in 2020 due to COVID-19, it rebounded in 2021, then fell again in 2022 and 2023.

Between 2019 and 2023, it declined by **0.9% per year on average**. To meet **Territorial Climate-Air-Energy Plan (PCAET) 2030 targets**, a **3.2% annual reduction** is now needed.

In 2023, economic activities made up **64% of total final energy use** in the **Lyon metropolitan area**.

THE TRANSFORMATION TOOLBOX

Many services to accelerate sustainable transformation of companies



Kelimpact – Purpose

A free tool to help companies assess and manage local impact



Helping reconcile economic and societal performance



Awareness

Encourage companies to assess and improve their impact on society and the environment by providing them with a measurement tool and best practices



Operational support

Offer companies tailored support measures within the areas of expertise of the Métropole de Lyon



Decision support

Inform the decision-making of the Métropole de Lyon in various areas (direct subsidies, land allocation, procurement, etc.)

Kelimpact – Characteristics

A free tool to help companies assess and manage local impact



Inclusive

**Global &
local**

Free

Secure

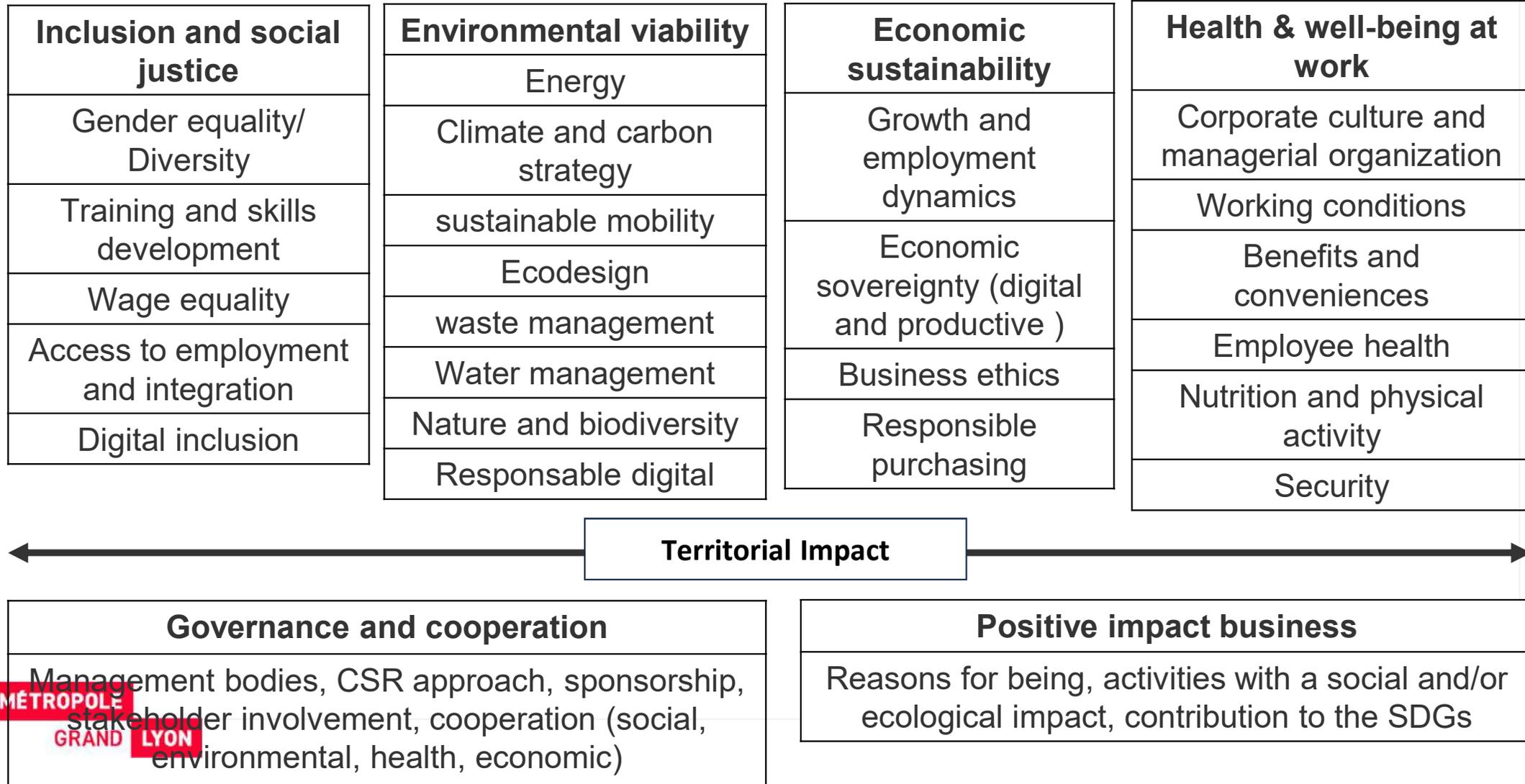
Scalable

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Kelimpact - Framework

A free tool to help companies assess and manage local impact



Kelimpact – Principle and visuals

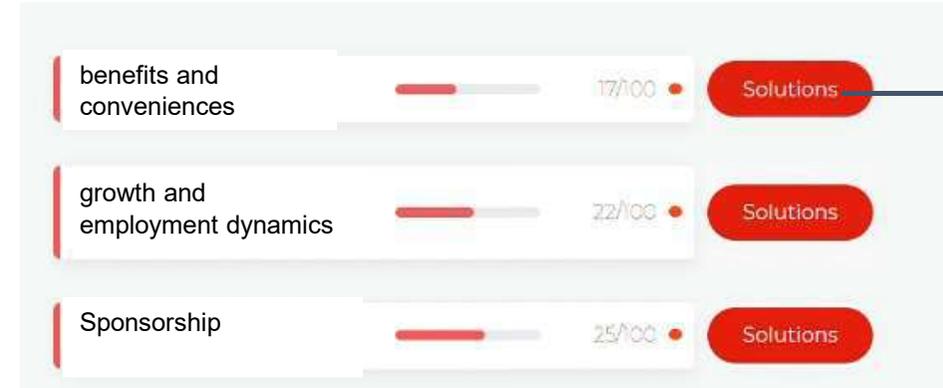
A free tool to help companies assess and manage local impact



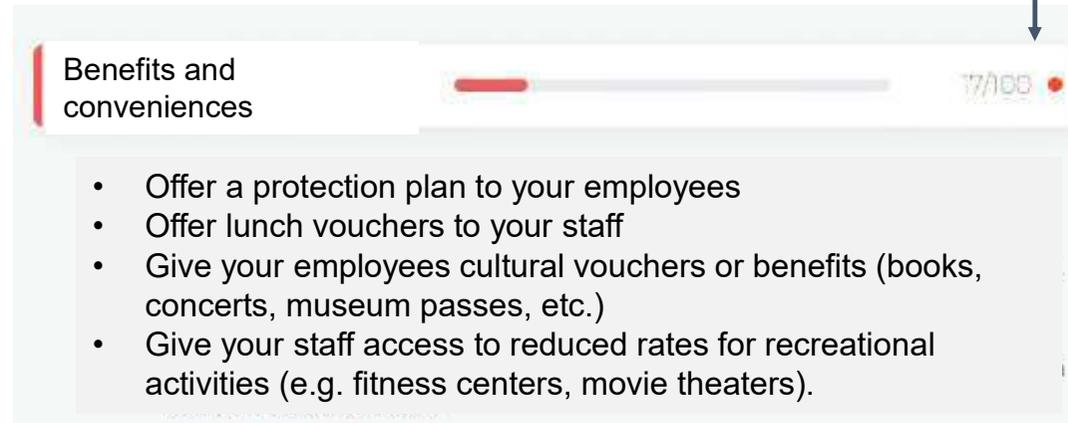
Self-assessment on 6 impact dimensions



Identify areas for improvement and solutions



Link to the platform:
<https://kelimpact.grandlyon.com/>



Tumulte

A workshop to help companies to adopt a more sustainable and robust business model



Targets:

- Executives / Management Committee

Distribution:

- Internal and external training sessions
- Open-source distribution under a Creative Commons (CC) open license

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Tumulte – Purpose

A workshop to help companies to adopt a more sustainable and robust business model



A workshop to test a business model's robustness and sustainability against attack scenarios using 'shock' cards, and to identify transformation opportunities using 'leverage' cards.

Inspire leadership with a clear vision: Convince business leaders of the importance and value of transitioning to a sustainable economic model by highlighting both the risks of inaction and the opportunities that come with taking action.

Adopt a pragmatic approach: Demonstrate that choosing sustainable models helps address short-term business challenges (supply chain, energy, raw materials, recruitment, etc.) while also supporting long-term economic health.

Engage the company's ecosystem: Support the company in building relationships with new partners to co-construct a sustainable model, and involve shareholders to access the resources needed for transformation.

Support the change process: Ensure ownership of the topic and move toward concrete action by defining initial steps to be implemented in the short and medium term.

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Tumulte – Game board

A workshop to help companies to adopt a more sustainable and robust business model



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MON ENTREPRISE
Récupérez le nom de votre entreprise et de vos produits phares.

1

L'IMPACT DES CHOCS SUR MON MODELE

<p>MON ENTREPRISE EST-ELLE BRASSEE PAR SES CHOCS?</p> <p>→ Plus elle est brisée, plus elle est vulnérable à ses clients.</p>	<p>MON ENTREPRISE EST-ELLE PROTÉGÉE PAR SES CHOCS?</p> <p>→ Plus elle est protégée, plus elle est résistante à ses clients.</p>
<p>MON ENTREPRISE EST-ELLE PLUS BRASSEE PAR SES CHOCS?</p> <p>→ Plus elle est brisée, plus elle est vulnérable à ses clients.</p>	<p>MON ENTREPRISE EST-ELLE PLUS PROTÉGÉE PAR SES CHOCS?</p> <p>→ Plus elle est protégée, plus elle est résistante à ses clients.</p>

MES 3 PRINCIPAUX CHOCS CRITIQUES

CHOC #1

CHOC #2

CHOC #3

Choisissez un choc qui a le plus d'impact sur votre entreprise.

MON ANALYSE DES CHOCS

CHOC #1	CHOC #2	CHOC #3
IMPACT	IMPACT	IMPACT
IMPACT	IMPACT	IMPACT
IMPACT	IMPACT	IMPACT

LA CARTOGRAPHIE DE MON MODELE ECONOMIQUE

1

MA PROPOSITION DE VALEUR

2

MA GOUVERNANCE

4

MA VISION DE LA SOUTENABILITE

3

MES CLIENTS

2

MES BESOINS

MES SOUTIENS

MES ACTIVITES / MES RELATIONS

MES CANAUX DE DISTRIBUTION

SECTEUR ET PAYS DE MES PRODUITS

LES LEVIERS POUR REPONDRE A MES CHOCS

<p>LEVER DE LA MAINTIEN DE MON ENTREPRISE</p> <p>→ Investir dans les ressources humaines, les technologies, les infrastructures.</p>	<p>LEVER DE LA PROTECTION DE MON ENTREPRISE</p> <p>→ Investir dans les ressources humaines, les technologies, les infrastructures.</p>
<p>LEVER DE LA REACTIVATION DE MON ENTREPRISE</p> <p>→ Investir dans les ressources humaines, les technologies, les infrastructures.</p>	<p>LEVER DE LA TRANSFORMATION DE MON ENTREPRISE</p> <p>→ Investir dans les ressources humaines, les technologies, les infrastructures.</p>

MES PRINCIPAUX LEVIERS A ACTIVER

MON PLAN D'ACTION

PLAN D'ACTION A 4 MOIS
Les actions prioritaires que vous souhaitez mettre en place à court terme.

AMBITION A 2 ANS
Ce que vous souhaitez avoir mis en place d'ici 2 ans.

Tumulte – Categories of shock cards

A workshop to help companies to adopt a more sustainable and robust business model



Regulatory shocks

- Carbon border taxation
- Ban on a substance deemed toxic
- The EU mandates environmental footprint labeling on products
- The reparability index is gaining momentum in Europe

Supply and distribution shocks

- End of cheap energy
- Usage quotas on water resources
- Shortage of an imported raw material
- Transport halted

“Bad buzz” shocks

- Scandal at one of your suppliers
- Your company is accused of greenwashing

Demand shocks

- Buying new becomes almost “shameful”!
- Society shifts toward frugal consumption
- Your clients mandate a low-carbon product
- Users demand “built-to-last” products

Technological shocks

- Technology is not enough — your decarbonization efforts are offset by growth
- Breakthrough technology with low environmental impact

Human Resources shocks

- Loss of key expertise
- Distrust and lack of employee engagement with the company’s mission
- Working conditions challenged by climate change

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Tumulte – Categories of leverage cards

A workshop to help companies to adopt a more sustainable and robust business model



Strategy and governance

- Measuring impacts across the entire value chain
- Redefining the company's strategy with a focus on positive impact

Production

- Circularize water consumption within the factory
- Implement a resource-efficiency (sobriety) plan for the factory
- Innovate by fully utilizing co-products locally
- Share equipment or co-manufacture with a nearby factory

Procurement

- Replace long-distance sourcing with local sourcing
- Replace carbon-intensive materials with bio-based or recycled materials
- Engage and support your supplier community
- Support suppliers in their transformation process

Logistics

- Pool logistics with other local companies
- Eco-design your packaging (reusable or bulk)
- Switch to low-carbon modes of transport

Marketing / Innovation

- Shift to a 100% responsible offering and phase out the most impactful products
- Develop a remanufacturing / refurbishing offering
- Develop solutions to extend the lifespan of your customers' products

HR

- Engage and train people facing barriers to employment
- Pool skills with other local companies
- Train and create a network of CSR ambassadors within the company
- Develop employee shareholding

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